

Connecticut **INDUSTRY**

**APRIL
1947**

25th YEAR OF PUBLICATION

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Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.
VOL. 25 - NO. 4 - APRIL, 1947

L. M. BINGHAM, Editor

IN THIS ISSUE

	Page		Page
Editorial	5	Industrial Development	35
New Frontiers in Communications	6	Export News	37
Stockholders as a Vital Influence	8	Employment Notes	39
A Health Building Program for Industrial Workers	10	Accounting Hints	40
Personal Contact and the Labor Problem	11	Federal Legislation	41
Good Relations Begin at the Front Door	12	Purchasing Notes	42
News Forum	14	Business Pattern	44
Industrial Relations—Law	34	It's Made in Connecticut	45
		Service Section	52
		Advertising Index	52

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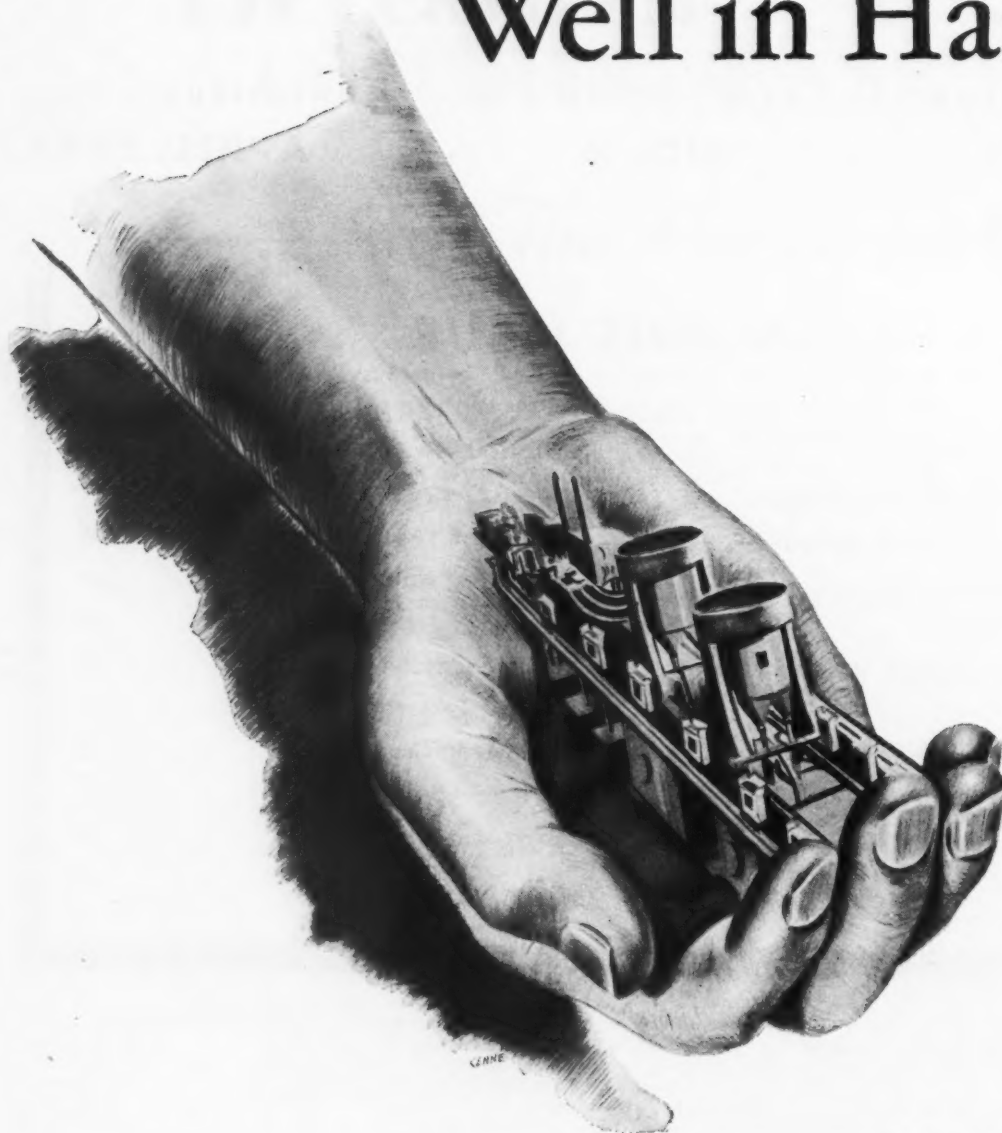
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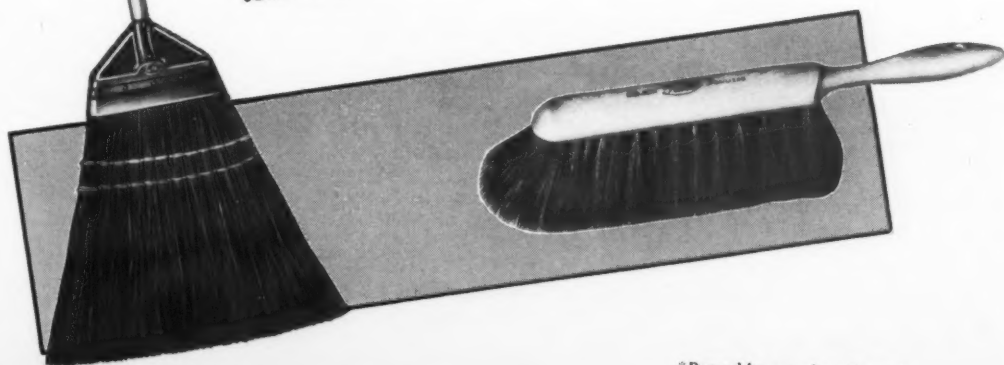
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It's a brake on the wheels of production causing waste (labor and material) running into BILLIONS annually throughout industry.

Clarify that confused thinking and every last dollar of that preventable waste can be salvaged—production substantially increased—friendly relations established and maintained and FREE ENTERPRISE preserved.

It's a big order—a Challenge to Top Management.

IT CAN BE DONE—as is so strongly evidenced by the unbroken record of outstanding successes in a number of Plants in the Textile, Metal Trades and Printing Industries where our INCENTIVE SAVINGS PLAN was installed and administered personally by our Sr. Executive, sitting in with Workers Committees twice monthly—over a period of 30 years.

Without a single exception production was stepped up over 25%, in some instances to 40%.

Sharing the salvaged "waste" savings equally between Company and Workers is the incentive—the measure of success, however, is entirely up to the Administrator. It is not a profit-sharing plan.

Our Sr. Executive has that rare gift of inspiring confidence and quickly welding Supervisory and Worker groups into one harmonious, hard-hitting team, sold on the economic truth that only from greater production at lower cost can come higher wages—job security and opportunity.

His was an unusual experience. Starting at 16 as timekeeper he was close to workers and thus was schooled in their thinking. At 28 as Executive V. P. and Gen. Mgr. of a nationally known concern he grappled with the problems of management. He sees problems clearly and faces them squarely.

He is friendly, fair, firm and above all, human. He has never experienced a single labor disturbance.

Why not have him call and tell you personally what he can do for your organization?—No obligation.

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"I Am an American" Day

By EDWARD INGRAHAM, *President*



WHEN President Truman recently proclaimed May 16 as "I Am an American" Day to honor American citizenship by giving special recognition to naturalized citizens and to American youth who will reach voting age this year, I was reminded of the altogether inadequate way we now give recognition to the meaning of American citizenship on our present holidays such as the birthdays of Lincoln and Washington, Memorial Day and Independence Day.

We need more than a proclamation by our President and by governors of our various states to remind ourselves of the boundless privileges and the responsibility of American citizenship. Somehow we must find—and quickly too—how to kindle pride and the crusading spirit in our young people and rekindle it in those of us who have taken our privileges for granted too long.

Let us look at the facts regarding celebrations of recent years on our principal holidays. Let's start off with New Year's Day. We accent this holiday with too much spirituous liquid and not enough emphasis upon our renewed faith in democracy as the hope of the world. Our New Year's resolutions might well be to do our part in making democracy work better during the coming year. Next we come to Lincoln's birthday, when only a few Lincoln Day dinners by Republican party leaders, a few proclamations and editorials in the press mark the day as more than any other day. Except for the fact that so many people stop work, Washington's birthday passes with no more attention paid to its significance in our Democracy than that of Lincoln's.

On Memorial Day, when we should re-define what democracy really is and does for its citizens, we content ourselves altogether too frequently by watching a perfunctory, unimaginative march to decorate the graves of our soldiers who have fulfilled their obligations as citizens of our Democracy. Beyond the excitement of exploding fireworks, the celebration of Independence Day is more marked by dull orations than by community-wide participation in celebrations which will give new vitality to the ideas for which the day stands.

Instead of stressing in community celebrations the close common interests of employees and management and the freedoms enjoyed in this country as contrasted to the tyrannies in totalitarian countries, Labor Day is usually considered the last big day of summer celebration, before getting down to "brass tacks" work in the cooler autumn months.

There is vastly more meaning to be derived from Armistice Day than the perfunctory observances we have built around the two-minute tribute of silence we observe at 11:00 A. M. on that day when the President of the United

States lays a wreath upon the tomb of the Unknown Soldier in Arlington Cemetery. It should be a day when men, women and children from all walks of life pay high tribute to the democratic ideal of equality and to the unknown individual who gave his life that others might have freedom.

"I Am an American" are words that have far deeper meaning than merely an announcement of our nationality. They epitomize man's declaration of independence from the tyrannies of the past and his greatest hope for freedom in the future. Men from many lands, who settled along the New England shores, started a war 172 years ago to escape the slavery of Europe. Under the guiding influence of moral law, which sprung from their inherent spiritual urge, the crusade which they started in this country has thus far outstripped the accomplishments of all other nations who still cling in varying degrees to the outworn trappings of totalitarianism.

To the men who did the fighting for this country at Bunker Hill and Lexington, down to those who waded, walked and crawled into a living hell of gunfire on many Pacific island beaches and at Normandy, the basic spiritual symbol for which America stands was the impelling force which drove them through to victory.

Today's worldwide attack on the American ideal of individual freedom for all mankind forces us to choose, as Ralph Britton Perry states, "between a worse evil and a better good than mankind has ever known before." In such an awful choice we must be idealistic if we are to be realistic enough to avoid being pushed relentlessly into a curtain-dropping cataclysm for civilization. Under such circumstances should we not look upon "I Am an American" Day as the first great opportunity to demonstrate in our communities what the American ideal really means in a world so close to peaceful realization of its bounteous storehouse, and yet so near to the destruction of all the values worth fighting for? And should we not here and now resolve, busy as we are, to grasp each meaningful holiday when it comes along as another golden opportunity to re-energize our American ideal into a zealous crusade for human rights at home and abroad?

Once our zeal for the American ideal of human rights and responsibilities equals that of zealous totalitarian leaders and followers, we shall have eliminated most of our troubles at home and be well on our way toward international understanding.

The Gray Manufacturing Company, founded in Hartford in 1891 to make Telephone Pay Stations, leads the way in new concepts of electronics.



New Frontiers in Communications*

THE nature of enterprise is that of an expedition. It must always move forward to new goals. Its ultimate and intermediate aims must be established and reached through calculated and planned routes. Accomplishment depends upon ends that serve to justify the effort in public welfare, financial welfare, and in individual human welfare. Leadership must assure that there is the impetus to carry all obstacles and the goal must

* Data for this article furnished by Gray Mfg. Co.

be such that its attainment justifies the cost.

The courage to advance into new industrial frontiers was awakened in William Gray, an inventive working man, in Hartford in the 1880's. Urgently needing a physician to attend his wife, who was seriously ill, he was grudgingly permitted to use a private telephone in a nearby factory. He offered to pay for the use of the instrument but was told that the telephone was reserved for subscribers only. It was then that he conceived the goal of



making the telephone available to the general public through pay stations. After developing several models, he took one of them to the industrial leader, Amos Whitney, who provided guidance, and with Gray in 1891 founded the manufacturing company which today bears the latter's name.

Throughout many years Gray pay stations have continued to leave the Hartford factory for use in the far regions of the world, bringing the telephone within reach of every man who would in distress, in love, in joy or in expediting the commerce of the earth desire to speak with his fellow men.

In 1938 new goals for this Company were discerned by President Walter E. Ditmars, who re-organized the company and visualized the contribution to welfare that instantaneous and reliable electronic voice recording and reproduction could make to industry, to commerce, to the blind, and to many other needs of man. A research program was initiated which has not only led to fundamentally new developments in the field of communication, but also to new machines, including the Gray Audograph, and to new services and new markets.

War Contribution

The importance of well-laid plans is very evident in the unique war-time contributions of The Gray Manufacturing Company. The electrical experience of the company, the electronic



THE NEW GRAY AUDIOGRAPH. This entirely different electronic dictation machine is now on the market. First produced for Navy use, the Audograph instantaneously records and plays back a paper-thin plastic record at constant speed and quality.

research which was in process at the time of Pearl Harbor, and the naval and military experience of the management, led to an early realization of the tremendous potential contribution of electronics to the world conflict. The company volunteered the enlistment of its services into the Industrial Mobilization Plan as early as 1938 and prepared plans for the contingencies which the management considered the future might hold.

In December of 1942, an urgent call was received from the secret laboratories of the Research Construction Company at the Massachusetts Institute of Technology. Help was wanted in initiating the production of new electronic devices. Gray personnel proceeded at once by aeroplane to Boston, where after elaborate clearance for military security they were taken into a large, sealed room at M.I.T. This inner room was bare of all objects excepting one, large, odd-shaped form completely shrouded in cloth which stood in the middle of the room. One corner of the cloth was pulled back and a Gray official allowed to glance at the strange mechanism inside. After a few moments he was asked for a production promise, a price figure, and agreement to sign a contract. This was accomplished.

The mechanism was described simply as "the gadget" and was so known

to those members of the Gray organization who were involved in its production for a long time thereafter. It was later disclosed that this was the first production model radar and served as the basis for many new model machines built by Gray.

The first Gray radar antennae were shipped to the Research Construction Company at the Massachusetts Institute of Technology and to the Harvard laboratories. Soon other radar equipment followed which was used by the Armed Services and contributed materially to the anti-submarine campaign along the Atlantic Coast. Within a few months after Pearl Harbor, Gray production of final assemblies was going not only to the armed services, but Gray sub-assemblies were contributing to thousands of units and components for the Army and Navy. At a later stage of development, the Gray Company specialized in air-borne antennae such as those used in the B-29 and in fighter planes. Some readers of this article may be interested to know that these models included the DMS 1000-1 and 2, ASC, ASV, APG 3, APQ 13, and APS 10.

It required a large integrated subcontract organization to meet the demands of these radar programs. Some of the Connecticut firms who contributed materially to this organization were The Fuller Brush Company, Yale



SPINNING A LARGE metal cone shaped vessel. Gray has the largest and most complete metal spinning department in New England.

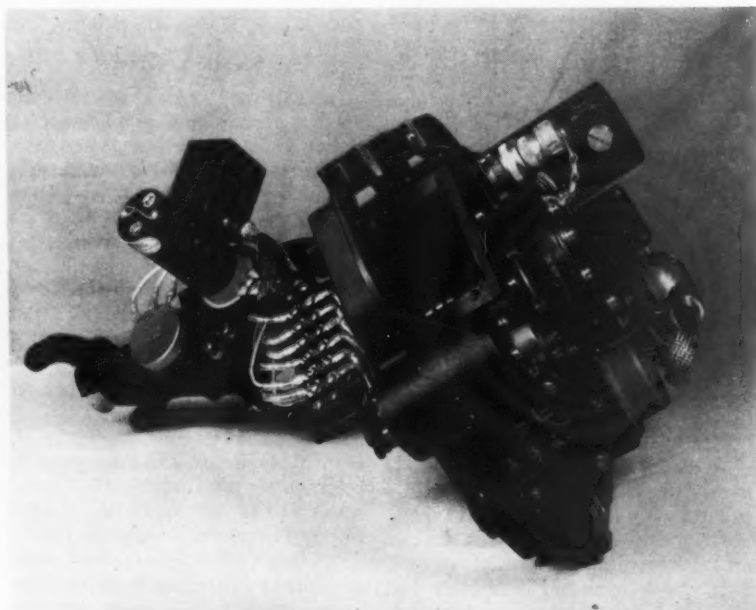
and Towne Manufacturing Company, The International Silver Company, The La Pointe-Plascomold Company, The Essex Machine Works, Inc., and many machine shops including one-man basement industries.

Gray production of radar component assemblies was substantial in its contribution to the radar output of the General Electric, Philco, Crosley, Stromberg-Carlson, and Western Electric companies and contributed to Radio Corporation of America and Westinghouse developments. The company also engaged in the production of several thousand electronic code recording and sending machines known in the Signal Corps as the Ink Recorder and Keyer respectively. War production also involved a large number of ordnance parts including pistol hammers and similar gun components. Air conditioning outlets were made of spun metal for ships and planes. A portable field telephone switchboard was also an integral item in the war production program.

War Experience Develops Peacetime Product

Navy requirements served to stimulate the electronic sound recording de-

(Continued on page 31)



ONE OF THE SUB-ASSEMBLIES incorporated in the thousands of pieces of radar equipment produced by The Gray Manufacturing Company during the war.

Stockholders as a Vital Influence!*

By WESTON SMITH, *Business Editor, Financial World, Vice President and Director, National Association of Public Relations Counsel*

THIS ARTICLE accents the tremendous power inherent in 20 million stockholders for the continuation of the American ideal of individual freedom to "win or lose" in promoting job-making enterprise.

With the United States remaining as the only strong champion of free enterprise left in the world, isn't it about time that the latent power of American stockholders should be marshaled by corporation management to ward off the many present attempts to sabotage it?

NEVER underestimate the power of the stockholders! Once counted by the thousands, the shareholders today total in the millions, because during the past thirty years the ownership of America's corporations has passed from a handful of large investors into the hands of the masses.

Alert officials of corporations have become increasingly aware of the fact that now millions of small investors in all walks of life have a stake in the free enterprise system.

Stockholders United

Through the adoption and expansion of sound public relations policies and practices—in the best interests of all the people—management has sought to be worthy of the confidence and support of its stockholders. This community of interest between management and the actual owners is a healthy and democratic development—it also may prove to be a safeguard against trends toward radicalism. America's stockholders united in thought and action in favor of our economic way of life could provide a bulwark of strength in combating any attempt to bring about a socialization of American industry.

To obtain a composite view of what management is doing in its public relations, particularly in reference to the shareholders, *Financial World* has queried a thousand corporations with shares listed on the New York Stock Exchange and the New York Curb Exchange, plus many that are actively traded in the Over-the-Counter market.

The purpose of this analysis is to obtain information on the policies of



WESTON SMITH

managements in their relations with stockholders, employees and others. The *Financial World* Surveys of Annual Reports have reflected the trend of improvement in these once-a-year statements—the chart shows how the greatest gains have been made in the past three years. But what are the leading corporations doing with their modernized annual reports? Are these brochures being utilized to foster a better understanding of industry? How many managements are employing the available techniques in stockholder relations?

A decade ago the annual report—mostly in abbreviated form—was distributed only to stockholders, bankers, brokers, financial publications, investment services and financial editors. This was as it should have been, because the statement was usually too technical for other than a student of finance, an accountant or a lawyer.

But the more informative and attractively illustrated annual reports are now being sent to other interested persons as a public relations brochure to help mold opinion in favor of the management, its industry and the American economic system. Of the respondents, 45% mailed or otherwise distributed their 1945 stockholders annual report to employees. An additional 10 per cent prepared a separate annual report for employees, while 14 per cent digested the annual report in the company's "house organ." Thus, a total of 69 per cent presented and explained their annual financial statements to their workers last year—31 per cent did not.

During the past year 30 per cent of the respondents sent their annual report to dealers, distributors and agents, who are not classified as employees. It was also found that 28 per cent distributed their report to customers, mostly wholesale buyers in large quantities. Only 1 per cent prepared a special report for consumers, and these were all public utilities—electric, gas and telephone.

Smallest Groups

Less than 3 per cent distributed their reports to the suppliers of raw materials, and the same percentage applies to those that sent them to credit agencies, such as Dun & Bradstreet, etc. And only 1½ per cent distributed their annual reports voluntarily to competitors without being asked for it. On the other hand, 21 per cent indicated that they sent their report to anyone "on request."

In the realm of community relations, it is interesting that 11 per cent sent their 1945 annual reports to civic leaders in cities and towns where branch plants are located—or in the communities touched by the right-of-way, such as for a railroad, traction line or bus route.

Around 12 per cent of the corporations make it a practice to mail their annual report to college and university libraries, but only 5 per cent of the total send it to public libraries.

* Reprinted from the 1947 Annual Review Number of *Financial World*.

The study also revealed that not all companies distribute their annual reports for publicity purposes. The largest number, 92 per cent, send their annual reports to financial publications, investment services and statistical agencies. But only 84 per cent send them to the financial editors of newspapers.

Interim Reports?

In view of the efforts by both the SEC and the stock exchanges to encourage more frequent information from corporations, the following figures are of interest: 35 per cent of the respondents published quarterly reports during the past year, while 10 per cent issued semi-annual or mid-year earnings statements, a total of 45 per cent. This means that for 55 per cent of the corporations, the annual report is the only contact with the stockholder during the year, except for dividend checks.

Of the companies sending quarterly or semi-annual reports, half are mailed with the dividend check, and half are sent under separate cover. It is noteworthy that 87 per cent of the interim reports are printed, while only 13 per cent are multigraphed or mimeographed.

Of the printed statements 60 per cent are 4-page leaflets, 21 per cent are 2-page single sheets, and the balance are 6-page folders, and 8-, 12- and 16-page booklets.

While it has been surmised that many companies were mailing out inserts or "stuffers" as "free riders" with the dividend checks, the returns show that only 36 per cent follow the practice regularly, and 10 per cent do it occasionally; 58 per cent enclose nothing with the dividend check.

It is realized that not many stockholders are in a position to attend the annual meetings of their companies, and thus the questionnaire asked if companies send a copy of the minutes of the stockholders meeting: 13 per cent do, but some of these give only a digest of the happenings—15 per cent will send the minutes when requested, but 72 per cent never mail out such information. Of the reports of the minutes sent out, 80 per cent are printed, and 20 per cent multigraphed or mimeographed. Less than 1 per cent of the respondents held regional meetings throughout the country.

The questionnaire provided space for the corporations to insert their capitalizations, numbers of stockhold-

ers and employees for three years: 1926, 1936 and 1946. These years span three decades, but do not reflect the direct effect of the 1929 market crash. It is surprising that many companies which were incorporated in the early years of this century have no records for 1926, but those that do provide an amazing record of growth in numbers of shareholders. The following tabulation is a random selection of both large and small corporations to give a cross-section of the trend since 1926:

Corporation:	1926	1936	1946
Air Reduction	1,953	9,795	19,004
Allegheny-Ludlum ..	*296	*3,132	13,010
Allis-Chalmers	*6,196	14,562	*28,502
American Can	*12,020	*33,185	*33,580
Am. Home Prod. ...	*12,000	7,669	11,800
Amer. Locomotive ..	*15,997	*17,688	*25,009
Amer. Tel. & Tel. ...	399,121	640,991	694,171
Bk. of Am., N. Tr. ...	12,624	*1	155,659
Boston Edison	14,820	16,297	21,208
Bridgeport Brass ...	162	3,413	*9,470
Caterpillar Tractor ..	2,556	*21,394	18,799
Columbian Carbon ...	12,000	3,684	5,484
Comm. Lt. & Pw. ...	*9,306	*8,982	*24,417
Cons. Edison, N. Y. ...	*60,000	*114,395	*152,888
Cons. Gas. of Balt. ...	*15,969	*19,507	*23,399
Consumers Power ...	*18,512	*29,502	*34,038
Dayton Power & Lt. ...	*3,594	*2,107	*13,882
Detroit Edison	15,307	13,977	38,207
Electric St. Battery ...	7,538	13,914	15,547
Electric Boat	4,025	3,150	9,987
Employers Reinsur. ...	320	1,630	1,950
Fansteel Metal	72	699	1,541
Erie Railroad	*5,565	*7,204	*28,204
General Electric	46,200	190,044	242,176
General Motors	*50,369	*342,384	*428,874
General Time Instr. ...	*279	*775	*1,411
Hercules Powder	*4,583	*5,509	*7,829
Humble Oil	2,301	8,197	11,339
Indian. P. & L.	*5,810	*6,082	*10,773
Inland Steel	2,083	5,787	10,791
Lehigh Coal & Nav. ...	5,989	5,851	10,980
Lehigh Portland C. ...	1,371	*4,546	6,004
Libbey-Owens-Ford ...	78,500	10,795	17,385
Pacific Gas & Elec. ...	*39,149	*90,263	*138,900
Pennsylvania R.R. ...	141,202	218,720	218,193

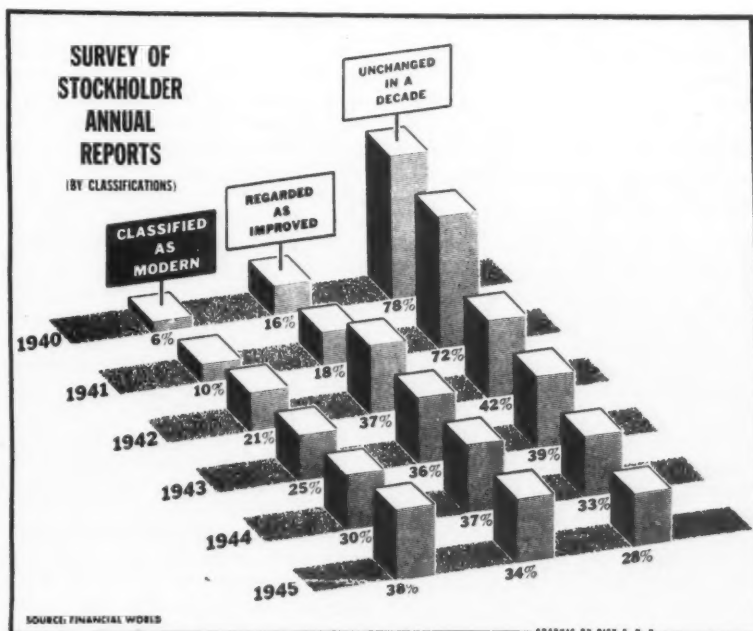
Pullman, Inc.	17,760	34,795	35,552
Republic Insurance ...	147	180	257
St. Joseph Lead ...	3,239	5,560	7,437
Sheaffer Pen	*1,212	*2,592	2,369
Stand. Oil (Ind.) ...	49,769	91,854	97,166
Stand. Oil (N. J.) ...	*77,231	120,630	162,228
Stand. Oil (Ohio) ...	*4,706	*4,785	*12,346
Stewart Warner ...	7,203	16,820	17,100
Sutherland Paper ...	267	1,612	2,620
Swift & Company ...	46,895	34,953	63,355
Texas Co.	31,003	78,154	92,865
Texas Gulf Sulphur ...	2,356	28,864	33,735
Timken-Det. Axle ...	1,122	8,137	11,942
Union Oil of Calif. ...	5,677	22,849	*37,500
United St. Rubber. ...	*26,692	*20,080	*23,553
United States Steel ...	*149,137	*228,662	*226,255
Western Un. Tel. ...	25,789	26,967	*28,372
Wheeling Steel ...	*5,737	*5,507	*9,292

* Including preferred stockholders. † Estimated. ‡ All owned by holding company.

But in addition there were many companies which had not been established in 1926, or their shares had not been publicly offered. The following is a limited selection:

Corporation	1926	1936	1946
Aetna Standard Eng. ...	None	*729	*1,563
Affiliated Fund	None	1,673	12,658
Amer. Invest. (Ill.) ...	None	*1,517	*3,536
Am. Machine & Metals ...	None	1,957	2,525
Aviation Corp.	None	25,862	*56,560
Bendix Aviation	None	23,269	25,456
Boeing Airplane	None	19,000	19,086
Borg-Warner	None	11,002	18,968
Breeze Corporations ...	None	*200	2,100
Burlington Mills	None	*2,000	*8,748
Cannon Mills	None	*4,000	4,800
Carrier Corporation ...	None	*1,800	*4,491
Catalin Corp. of Am. ...	None	*2,500	*5,000
Cherry-Burrell	None	*1,254	*1,619
Celotex Corp.	None	*4,000	*8,700
Cessna Aircraft	None	1,500	13,700
Coleman Company	None	1,400	1,780
Collins & Aikman	None	*2,300	*3,600
Crown Cork & Seal ...	None	*5,923	6,953
East. Gas & Fuel Assn. ...	None	*16,432	*18,153
Edison Bros. Stores ...	None	*352	*2,168
Federated Dept. Stores ...	None	*2,981	*4,367
General Foods	None	64,565	*168,000
General Shoe	None	*705	3,700
Hat Corp. of Amer. ...	None	1,900	*2,165
Houdaille-Hershey ...	None	*8,619	*10,417

(Continued on page 32)





MRS. MERTON B. ALLAN, of the war garden committee, and Mayor John S. Monagan of Waterbury look over some tomatoes growing in one of the more than 100 gardens of the Scovill Manufacturing Co. plot.

A Health Building Program for Industrial Workers

BY FRANK H. PEET, *Commissioner of Agriculture*

THERE IS A SATISFACTION to be gained from making a garden, tending it and watching it grow that can be obtained in no other way. Unlike many other off-the-job pleasures it builds health and morale among employees instead of destroying them.

I THINK it is generally agreed that Victory Gardens, or call them what you may, proved beyond a doubt they fulfilled the purpose for which they were intended: more food.

This success also showed many people other values beneficial in peace time.

Home gardening for health is of importance. The exercise required in preparation of the soil, planting and care of the garden helps in keeping one physically fit. Exercise in the sunlight stimulates and purifies the blood, makes glands more active. No artificial ultra violet rays can excel the value of direct sun rays.

It proves the value of doing something constructive with what Nature provides. The labor involved in caring for a garden may seem like hard labor, even drudgery, until the mature product is ready for the table. Then you see something wonderful in this result of your own efforts and the labor involved now seems like play.

I doubt if there is a person living who has forgotten the thrill he experienced upon his first visit to a farm. Allowing a child to assist in the care of a garden can provide a similar reaction. It teaches him to do something worth while and in the form of play in the sunshine.

If one has not read in recent years of better balanced meals because of more and better vegetables it is surprising.

Dieticians of our Extension Service, our food councils and those affiliated with service groups (like the suppliers of gas and electricity) have done a grand job. Their advertising releases

to our press, radio and magazines show that the various vitamins, prescribed by the medical profession as essential, are contained in vegetables.

It is not necessary to grow all varieties of vegetables to be successful. It is wise to choose only those the family desires and which are adaptable to your garden plot. Use commercial fertilizers if needed upon a well prepared seed bed. It is most essential that only good seeds be used and time should be taken to sow them as directed. It is only a matter of a few days before you see the first signs of life. Consider the weeds when they appear as your enemies and treat them accordingly. The same applies to plant diseases and insects which like your home garden, too.

Grow quantities to supply your needs for fresh vegetables and remember that all the best flavor is there because the vegetables come direct from your garden to the stove.

It does not take much time to plant and care for a few more seeds, so if you can, grow extra supplies for preserving by the modern processes of canning or freezing, either through use of a home freezer if you are the fortunate owner of one, or rental of space in a freezing locker. Vitamins are as essential, and possibly more necessary, in winter as in summer. When the well-known New England winds howl, snow banks pile high, and traveling to the store becomes hazardous, your well supplied storeroom will give you satisfaction and you will feel rewarded.

(Continued on page 33)



MR. BURDICK of New Hartford stores cabbages, carrots and other vegetables in underground pit through the winter.

Personal Contact and the Labor Problem*

BY SHERMAN ROGERS

THIS ARTICLE, which is a digest of an address by Sherman Rogers, industrial correspondent of Outlook Magazine, given before a Rotary International Convention in 1923, is as hopeful and inspiring today as it was then.

Because industrial units have greatly increased in size during the past 25 years, the author's pointed observations and conclusions deserve even greater consideration by employers today than ever before.

I HAVE long noted, with a feeling akin to despair, that the average theoretical labor expert, especially those who have never had any experience with labor, treat this subject with great phraseology, confusing platitudes, and make it appear that the problem is extremely complex. Such is not the case. I will boil down my remarks on the platform to just four principles:

First, there are three sides to every question—your side, the other fellow's side, and the right side. I don't believe there was ever a question in either modern or ancient history where either side of a dispute was a hundred per cent right. The labor problem is no exception to the rule. Whenever the employer, or those representing his side, and labor, or those representing their side, get together and compare notes, they will find the right side; and they will find that neither one of them was ever one hundred per cent right.

Second, there was no man big enough yesterday, he isn't big enough today, and he won't be big enough tomorrow, to hate and reason at the same time. There is a whole Bible in that statement.

Third, 95 per cent of men, regardless of whether they wear broadcloth or overalls, want to play the game square. Lack of contact means lack of understanding. Those engaged in practically all disputes are absolutely sincere, but lack of friendly association breeds suspicion, which, in turn, breeds both fear and hate; and it is impossible under those circumstances to have a rule of reason.

Fourth, foremen have played the greatest part in American industry; and the trouble with a great many foremen

is that many of these under-executives, as Douglas Malloch says, "can only say 'well done' when ordering a T-bone steak."

I believe the ambitions of more workmen have been crushed, the good will and spirit of more workmen buried by indifferent foremen than all other causes put together.

I have had a great many years of experience with an ax, and on a choker wire in a Western logging camp, and I can say, from real heart-deadening experience that in the old school of foremen there were mighty few among them who applied the human element in their executive capacity; foremen who grew apoplectic because of the distance between commendations of their employer, who never even dreamed of walking down to a workman and letting him know that his efforts were appreciated.

Take the idealism from a man, and only a savage remains. He may be well dressed, well manicured, a smooth-shaven individual, but without ideals he is the same savage that formerly walked out with a knotted club and fought the tiger in his lair. That isn't all: He probably isn't as good a man as his ancestor of six thousand years ago.

The world is built on ideals. And that's what we have got to bring to the front in the relationship that must be established between management and labor.

No, I am not dreaming. Labor wants to be square. If labor follows the wrong leader it is not because they want to misunderstand, but it is because the right leader has been asleep at the switch and hasn't given the men a chance to understand him.

We condemn the agitator roundly and waste too much time talking about

him. He is only dangerous where the employer is at fault. He can only be the recognized and logical friend of the worker where the management has refused to extend their friendship—either refused or didn't think they had time enough to be friendly. It seems to me that if the employers would spend half as much time in cultivating the friendship, the respect, and the good will of labor that they do in fighting some labor organization, and most agitators, there wouldn't be a labor problem, and as far as the agitator is concerned, we would forget that he had ever existed.

I am not dreaming in that statement either. I will just give you a two-minute pen picture of what I mean.

I was in the Seattle shipyards, working as a helper, in 1917, when Charles M. Schwab made his tour of American shipbuilding institutions. I don't need to tell you what we thought about him. We had heard a great deal of him, yes. We had heard that he was a labor hater; a bloated magnate, if you will. He was certainly the right bower of Morgan, whom we considered, at that time, the arch enemy of labor in this country. If Mr. Schwab could have heard the remarks, especially among the common labor in the shipyards, that the announcement of his coming caused, I question whether or not he would have ever stepped into our plant. I certainly heard no commendation of Mr. Schwab. Vitriolic, vigorous denunciations, however, were aplenty.

The day for Mr. Schwab's appearance arrived. At 12 o'clock noon, when he stepped onto the platform erected in the Skinner & Eddy plant, four thousand men were closely packed in and around the speaker's stand; a pretty grim looking lot of men; and most of those men were as good hearted a bunch as ever wore overalls. I will never forget my own feelings as Mr. Schwab finally mounted the platform.

The first instant that the great steel man looked over the audience, it was apparent to every man in that bunch that Mr. Schwab really liked them. He

(Continued on page 29)

* Reprinted in digest form through the courtesy of the author and the Rotarian Magazine in which the original address was published in August 1923.

Good Relations Begin at the Front Door

IN the everyday hustle to get on with a hundred-and-one jobs that desperately need doing, yesterday or certainly not later than today or tomorrow, about the easiest pitfall anyone can step into is to show irritation at anything or anybody who blocks, however momentarily, the completion of one of these "must" jobs.

The first harried individual is the information girl or man who sits in the reception room (or cubby hole, perhaps) of a manufacturing or other business office. In comes Mr. Whatsis to see Mr. Whosis about a personal matter, and Mr. Whosis is up to the ears getting ready to take the next plane to close a big deal in Los Angeles. Anyway, he always likes to know what company his caller represents, so that he may have his mind cranked up for a proper reception. What shall I do "to win a friend, or at least not make an enemy for the Blank Co." is a real "poser" for even Miss Sunshine in a difficult dilemma like this. Then she talks over the phone in low tones with Mr. Whosis who shortly bursts forth to greet Mr. Whatsis like a long lost friend. In about 2 minutes he learns the import of Mr. Whosis' rush; gets a tip or two and a later date, and moves on toward the elevator wishing there were more busy people in the world who were like Miss Sunshine and Mr. Whosis. He observed, too, that the waiting room was clean, cheerful, friendly and inviting to the visitor—wonders why more companies don't see the value of making first impressions lay up a big balance in the bank of "good will."



THE BEAUTIFUL entrance hall and lobby of Edwards & Co., South Norwalk, manufacturers of electrical signalling devices, is patterned after the Colonial tradition. Miss Marjorie Micklas, receptionist, has been with the company 3½ years building goodwill and creating a pleasant atmosphere for visitors.

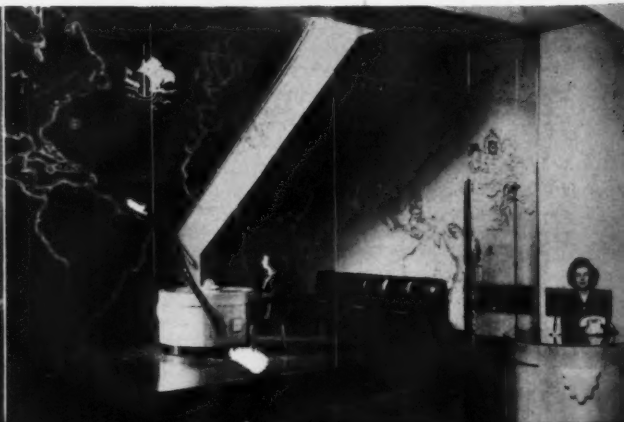
We agree so strongly with Mr. Whatsis and so seriously believe in the dollars and cents value of the actions of Miss Sunshine and Mr. Whosis, that we asked several of the large number of our member companies who have a reputation for being courteous to callers to send us photos of their lobbies or waiting rooms and photos of their receptionists, if such were available, for publication in *Con-*

necticut Industry—all as a fitting reminder that "good relations begin at the front door." Much as we believe that many other companies in Connecticut fully realize and carry out to a high degree their belief in the value of "comfort and courtesy" for all visitors, there are some who overlook it, and who are doubtless paying a heavier toll than they think for their oversight. While we cannot guarantee to publish

SCOVILL Manufacturing's Purchasing Office entrance. Jeremiah Shea, with Scovill 5 years, is the courteous guard on duty.



NORTHAM WARREN'S unique lobby wall has a map on glass by the celebrated mural artist, Ezra Winter. Receptionist in charge is Miss Dorothy Ennis.



photos of all the friendly and comfortable reception rooms and genial receptionists in Connecticut manufacturing plants, we shall be glad to attempt it if those who have justifiable pride in their all-round brand of courtesy, will forward glossy prints and brief data covering their receptionists and rooms similar to the facts presented here.

★ ★ ★

THE LOBBY in the Northam Warren building at Stamford was designed to give our visitors and employees an over-all view of our worldwide business, and at the same time provide decorative features in keeping with the highest traditions of the cosmetic business, President Warren explained.

To accomplish the first aim, the company installed directly opposite the front door, as you enter, a Mercator projection of the world on glass; the entire map being 28 feet long by 12 feet high. On the various continents are indicated in colors the cities, such as New York, London, Montreal, Sydney, Capetown, Rio, Buenos Aires, etc., where Northam Warren Corporation has actual branch factories and establishments. Other colors show the location of our plants where we assemble and carry stocks, and again in different colors are marked the countries and cities where we have selling and distributing agents. This map was designed by the celebrated mural artist, Ezra Winter, who created many of the interior and exterior decorations for the last World's Fair, and who, by the way, makes his residence in Canaan, Connecticut.

On the wall of the lobby directly opposite this world map is a mural by the same artist, Ezra Winter. This mural was built around a central figure representing the birth of Venus who, according to the Greek legend, sprang from the spray of the sea. Around two sides and across the top of the central panel is an arabesque decoration based on the history of cosmetics. This shows groups of figures representing different cosmetic epochs, such as that in ancient Egypt, China, Greece, India and Persia. France is at the top of the right side, and over the top of the main panel is a suggestion of the modern period in which cosmetics have really come into their own. Interspersed with these figures are smaller drawings showing the plants, resins, essential oils, etc., that are used in the composition of perfumes and cosmetics.



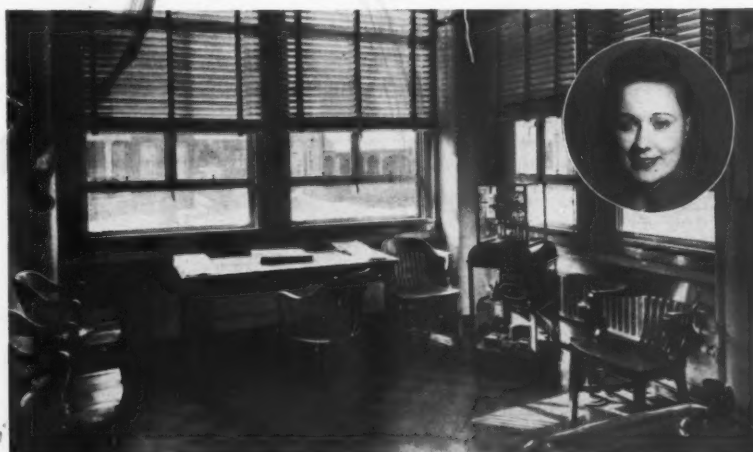
(Above) MRS. ELEANOR WHITE is the receptionist who meets the public at Colt's, Hartford. Waiting room (below), spacious and comfortable, opens off the lobby.

The Receptionist in charge of the lobby is Miss Dorothy Ennis, who has been specially trained for her work, and who has contributed largely to company goodwill through her tactful handling of guests. During the war, when the plant was 90% engaged

in war work, she made an enviable record by her handling of difficult situations and the large amount of extra traffic created by wartime conditions. She has been in her present position for six years, is enthusiastic about her

(Continued on page 30)

MISS GLADYS SPIELMAN, with 18 years service to her credit, is in charge of "front lobby courtesy" at Veeder-Root, Hartford. This company, like many others in Connecticut, finds that a pleasant reception pays big dividends in building and maintaining public goodwill.



NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

IN BRIDGEPORT, the factory buildings of Maguire Industries, Inc., at 1437 Railroad Avenue, containing about 145,000 square feet of factory space, are to be sold, it was announced recently by Charles W. Hildebrand, works manager.

The management announced that of the firm's 250 employees, about 175 will be immediately affected, while the balance will continue to be employed for six to eight months.

The decision to close the Bridgeport plant was brought about by "extreme difficulty in the procurement of materials necessary to maintain a balanced inventory which would assure uninterrupted production," according to company officials.

★ ★ ★

RUFUS N. HEMENWAY, for 20 years a vice president of the Fafnir Bearing Company, New Britain, died recently at Daytona Beach, Florida, six weeks following his retirement as an officer of the company.

Mr. Hemenway joined the New Britain firm in 1919, and was placed in charge of the company's plans to organize a division for the sale of industrial bearings. Several years later he was made assistant secretary, and in 1926 was appointed a vice president.

WALTER E. DITMARS, president of Gray Manufacturing Company, Hartford, recently announced the appointment of Justin H. Dickins as his executive assistant.

Captain Dickins, for many years closely associated with the development and production of mechanical and electrical appliances for the control of naval gun fire, served as chief of staff and operations officer on the staff of the Commander, Service Force, U. S. Atlantic Fleet. He is a graduate of the United States Naval Academy at Annapolis.

★ ★ ★

SALES REPRESENTATIVES of the Billings and Spencer Company, Hartford, gathered from Los Angeles, Chicago, Detroit, Philadelphia, New York and the New England states recently for a four days conference at the company's main office, to learn of the firm's new sales program.

The group was addressed by President R. J. Ahern, W. D. Endres, vice president and general sales supervisor, and K. W. Comp, field sales manager.

Billings and Spencer Company will seek a broad market in the hardware field for its line of tools. To meet requirements in serving this market, the company has set up unique counter dis-

The Cover



APRIL WILL FIND many winter-weary industrial workers—members of management and labor alike—getting a new lease on life with a day's sport on any of dozens of Connecticut's beautiful trout streams of which the above is typical. Photo by Josef Scaylea pictures a section of the Farmington River.

plays and has developed new packaging for its products.

★ ★ ★

THE "PILGRIM TOUR" PROGRAM of the New York, New Haven and Hartford Railroad Company took a "reverse twist" recently, when the Road announced a new series of three, four or five-day package trips to New York City, with everything cared for, including hotel and entertainment reservations.

Previous "Pilgrim Tours" had been aimed at bringing people into New England for summer vacations or winter trips, but with the new program, New Englanders are being encouraged to visit the metropolis.

According to Road officials, tours may be arranged to start on whatever day of the week the traveler desires, with special rates in effect from New London, Springfield, Hartford, Meriden, New Britain and New Haven.

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THE ROCKBESTOS PRODUCTS CORPORATION, New Haven, played host recently to a group of members of the Connecticut Section, American Institute of Electrical Engineers, and their wives, in commemoration of the 100th anniversary of the birth of Thomas A. Edison.

The Institute's anniversary program, under the direction of L. B. Grew of the Southern New England Telephone Company, started a tour of the Rockbestos plant to allow the members, as guests of President A. G. Newton and Vice Presidents B. H. Reeves and H. O. Anderson, to view the manufacturing processes of permanently insulated wire and cable.

The tour was followed by a dinner and business meeting at which Ernest W. Davis, vice president of the Institute's Northeastern District, was featured speaker.

★ ★ ★

H. G. TERWILLIGER was recently elected president, treasurer and a director of Ernst Bischoff Company, Inc., of Ivoryton, manufacturers of pharmaceutical specialties, textile chemical specialties and industrial plastics, succeeding I. M. Bischoff, now chairman of the board.

Mr. Terwilliger joined the firm ten years ago after serving the Edward Ermold Company, makers of labeling machinery as director and assistant to the president.



H. G. TERWILLIGER

The company's Memphis, Tennessee plant, under Mr. Terwilliger's direction, operated exclusively for the War Department, manufacturing gas neutralizers and components of the Radio Proximity Fuze for which the company was awarded a Certificate of Achievement, "In recognition of exceptional accomplishment in behalf of the United States Navy and of merit-

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ious contribution to the national war effort."

Mr. Terwilliger is also director, executive vice president and treasurer of the Ivoryton Pharmacal Co., Inc., director and vice president of the 432 East 57th Street Corporation, and director and treasurer of The Barracks, Inc.

He expects to leave for Germany next month to serve as scientific consultant with the Office of Technical Services for duty in the British Isles, Germany and northwestern Europe.

★ ★ ★

PAUL B. FARNSWORTH, chairman of the board of directors of the Eastern Machinery Co., New Haven, died recently at the New Haven Hospital as a result of a cerebral hemorrhage.

Mr. Farnsworth was born in New Haven, the son of one of the city's former mayors. He received his education at Phillips-Andover Academy and Yale University, and upon his graduation from Yale entered the Eastern Machinery Company, of which his father was president. In 1929 he

became president and treasurer of the company, and last June was elected to the chairmanship of the board of directors.

Widely known as a sportsman, Mr. Farnsworth was particularly active as a deep sea fisherman, and owned deep sea cruising boats which he used on fishing expeditions along the Atlantic coast.

He is survived by his wife, a daughter and a son.

★ ★ ★

IN A RECENT COMMUNICATION to all distributors of Wiremold Raceway and Fittings, President D. Hayes Murphy of The Wiremold Company, Hartford, announced a price stabilization policy, with the company's current net price list continuing in effect "until further notice."

"Thank you for granting us the privilege of billing Wiremold Raceway and Fittings at prices in effect at the time of shipment," Mr. Murphy wrote. "Your compliance with our request has enabled us to carry on during the recent period of abysmal uncer-

tainty. We say 'recent' because we sincerely hope and really believe that we are seeing the dawn of something that begins to look more like normal business conditions."

★ ★ ★

HORACE R. GRANT, retired president and general manager of the Allen Manufacturing Company, Hartford, died recently at his home in West Hartford.

Mr. Grant joined the company 31 years ago, and in 1921 was elected to the presidency, a position he held until a year ago when he retired to become chairman of the board of directors.

A native of Hartford, Mr. Grant graduated from Hartford Public High School, and shortly thereafter joined the Hartford Machine Screw Company of which he was purchasing agent. He was very active in youth work, and last year completed 50 years' service to the YMCA.

He is survived by his wife, one son, Ellsworth S. Grant, vice president in charge of industrial relations of the company, and two grandchildren.

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JOSEPH M. BURKE has been elected assistant secretary of Taylor & Greenough Co., Hartford, after serving the printing firm for ten years as commercial and advertising artist, the last four of which he served as art director.

Other officers of the company are F. M. Taylor, president, R. W. Bidwell, vice president, W. R. Greenough, secretary and treasurer, and W. E. McGann, assistant treasurer.

★ ★ ★

A SCROLL SIGNED by General Chiang Kai-Shek was recently presented to E. C. Bullard, president and general manager of the Bullard Company, Bridgeport, "for a contribution of far greater value than you realize toward helping us solve our vast reconstruction program."

Mr. Bullard was one of a group of top flight industrialists to receive the thanks of China for training students in technology at a reception and dinner at the University Club of New York. The scrolls were presented by the Chinese Ambassador, Dr. V. K. Wellington Koo.

★ ★ ★

HAYNES L. EVERST, vice president of Arrow-Hart and Hegeman Electric Co., Hartford, was recently honored by President J. R. Cook, upon the completion of his fortieth year with the company.

Joining the company in 1907, Mr. Everst was soon afterwards transferred to the sales department of the firm's Chicago office, where he served for six years as western manager. In 1919 he became sales manager of the Hartford plant.

In March, 1943, he was elected vice president, and has been continuously in charge of the company's wiring device jobbing business.

★ ★ ★

TO COMPLEMENT THE SCOPE of its manufacturing activities in the production of liquified petroleum products for national consumption, Lynch Brothers, Inc., Pine Meadow, has recently established a modern brass foundry equipped with modern furnaces for melting brass and aluminum ingots.

To keep pace with the strides being made by the liquified petroleum industry as a utility which is effecting notable progress in the modernization of rural and suburban areas, Lynch Brothers, Inc., has expanded since V-J

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*A case history from our files.

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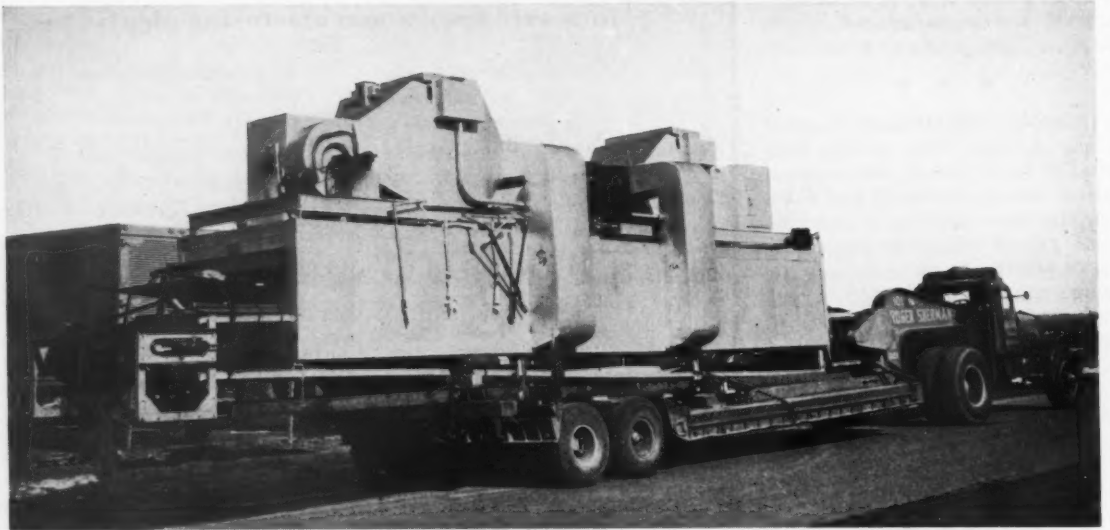
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Day to meet the demand of a nationwide market, with distribution in the 48 states, Canada and South America.

In addition to the foundry, the company also maintains a tool room and machine shop which makes it almost entirely self-sufficient for the majority of its tools and dies.

The actual management of the foundry is under the direct supervision of Thomas J. Lynch, Jr., treasurer of the company. The other officers are: President, Walter T. Lynch, and secretary, Robert T. Lynch.

★ ★ ★

JOHN BROWN COOK of Chicago was elected president of the Whitney Blake Company, Hamden, at a recent meeting of the board of directors of that company, according to an announcement made by Basil A. Hostage, treasurer.

Mr. Cook, formerly vice president of the firm, succeeds Frank Swayze, who died on January 4. Mr. Swayze's place on the board of directors has been filled by James W. Cooper, secretary.

THE APPOINTMENT OF Harry T. Burgess, supervisor of industrial relations at the Meriden New Departure Division, General Motors Corporation, to the post of personnel director, was announced recently by Milton L. Gearing, plant manager.

Mr. Burgess first became associated with New Departure in 1928, and a year later left to attend Rensselaer Polytechnic Institute. Upon his graduation in 1933, he re-entered the Meriden firm. In 1945 he was made supervisor of industrial relations.

He is a member of the Industrial Advisory Committee of the Meriden Manufacturers Association, and a member of the Home Club.

★ ★ ★

THE 1947 CAMPAIGN for funds for Waterbury's Community Chest will be under the direction of one of that city's leading industrialists, Arthur H. Quigley, president of The American Brass Company, who recently accepted the general chairmanship.

Associated with the brass company for many years, Mr. Quigley became its executive vice president in 1941.

NEW ASSOCIATION MEMBERS: JANUARY 1, 1947 TO MARCH 6, 1947

COMPANY	LOCATION	PRODUCTS
Bridgeport Plating & Polishing Works	Bridgeport	Metal Finishing
Bridgeport Pressed Steel Corp.	Bridgeport	Elec. Appliances and Equipment
Carpenter Products, Inc.	Bridgeport	Cutlery
Grilley & Haven Mfg. Co.	Bridgeport	Sheet Metal Specialties
Manufacturers Iron Foundry, Inc., The	Bridgeport	Iron Foundry
Peasley Products, Inc.	Bridgeport	Aluminum & Brass Sand Castings
Superior Plating Company, The	Bridgeport	Electroplating
Barden Corporation, The	Danbury	Precision Ball Bearings
Hamilton Company, Inc., The	Deep River	Furniture
Chas. Pfizer & Co., Inc.	Groton	Fine Chemicals
S & W Metal Processing Co.	Hamden	Polishing, Buffing, Tumbling
Talon, Inc.	Hamden	Slide Fasteners
Hartford Wire Works Co., The	Hartford	Wire screens, doors and guards
Whitney Chain & Mfg. Co.	Hartford	Chains, Wheels & Hardware
Connecticut Asbestos Products, Inc.	Kensington	Clutch facings
Lake Mfg. Corp., The	New Britain	Form Cutting Tools, Screw Mach. Prod.
Aura Mfg. Co.	New Haven	Centerless Grinding
Majestic Silver Co., The	New Haven	Cutlery
Reliance Engineering Co.	New Haven	Hand Tools
Nutmeg Tool and Products	Norwich	Small Tools
Fullerton Manufacturing Corp.	South Norwalk	Elec. Lighting Equipment
Norwalk Valve Company	South Norwalk	Valves, Regulators, Gauges
Sputterless Pan Company, The	South Norwalk	Frying Pans
Stamford Polishing Co., Inc.	Stamford	Metal Finishing
Wallingford Silver Co.	Wallingford	Cutlery
U. S. Tack & Novelty Co.	Watertown	Metal Stamping and Wire Forming
Waterville Mfg. Co.	Waterville	Automatic Screw Mach. Prod.

New ANNUAL RETAINER CONTRACT

★ ★ ★

R. H. Winslow & Associates now offers a *controlled* plan for Connecticut manufacturers. It is designed specifically to bring to the medium sized and smaller corporation the full benefits of industrial engineering and management consultation in the most *effective* and *economical* manner.

At a relatively nominal cost the plan brings to you:

1. All of the attention and services normally acquired only through the full time employment of an industrial engineer in the \$10,000 per year category.
2. Continuous observation of factors relating to costs and profits.
3. The identical, meticulous service which clients have been receiving since our firm's inception.
4. The combined judgment of a staff of manufacturing experts on general or specific problems.

Some of the major aspects of management service available through this plan in accordance with the client's requirements are Budgetary Control, Cost Reduction and Cost Control, Production Control, Employee Relations, Incentives, Work Simplification and Layout.

It is now possible to know what savings or additional profits can be developed by the use of R. H. Winslow and Associates, and at the same time *automatically limit* the cost and *fit* the application to your requirements.

We urge you to investigate this service without obligation.

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Recent wage increases, and the practical certainty of more to come, will soon eliminate profits for all but the low-cost manufacturers.

Higher prices can only delay this. Labor will be certain to demand higher wages proportionate to price increases. It is a basic economic truth—which has been all but forgotten during recent years—that in normal times high prices restrict markets, while low prices expand them.

The farsighted manufacturer will strive to put himself in a position where he will not have to rely on high prices for a profit. When the present backlogs of urgently needed orders have been used up, low prices—quality considered—will be the most effective sales argument against competitors.

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PLOCAR ENGINEERS

and four years later was elected to the presidency. He assisted in the organization of the Community Chest, and serves as a member of the board of directors and the budget committee.

★ ★ ★

CONNECTICUT LEADS THE NATION in the electrification of rural areas, according to statistics compiled by the Edison Electric Institute. According to the figures released recently by the Institute, electric power is available to 94 per cent of the 22,241 Connecticut farms recorded in the 1945 U. S. Farm Census.

A. V. S. Lindsley, vice president in charge of sales for The Connecticut Light and Power Company, revealed that Connecticut's extensive rural electrification program, inaugurated about a quarter of a century ago, has been accomplished by the electric utilities of the state without aid from the Rural Electrification Administration or other government financing.

Farm leaders and their organizations, the Connecticut Public Utilities Commission, and the electric companies of the state are working in concert to quickly effect 100% electrification of the state's rural areas.

★ ★ ★

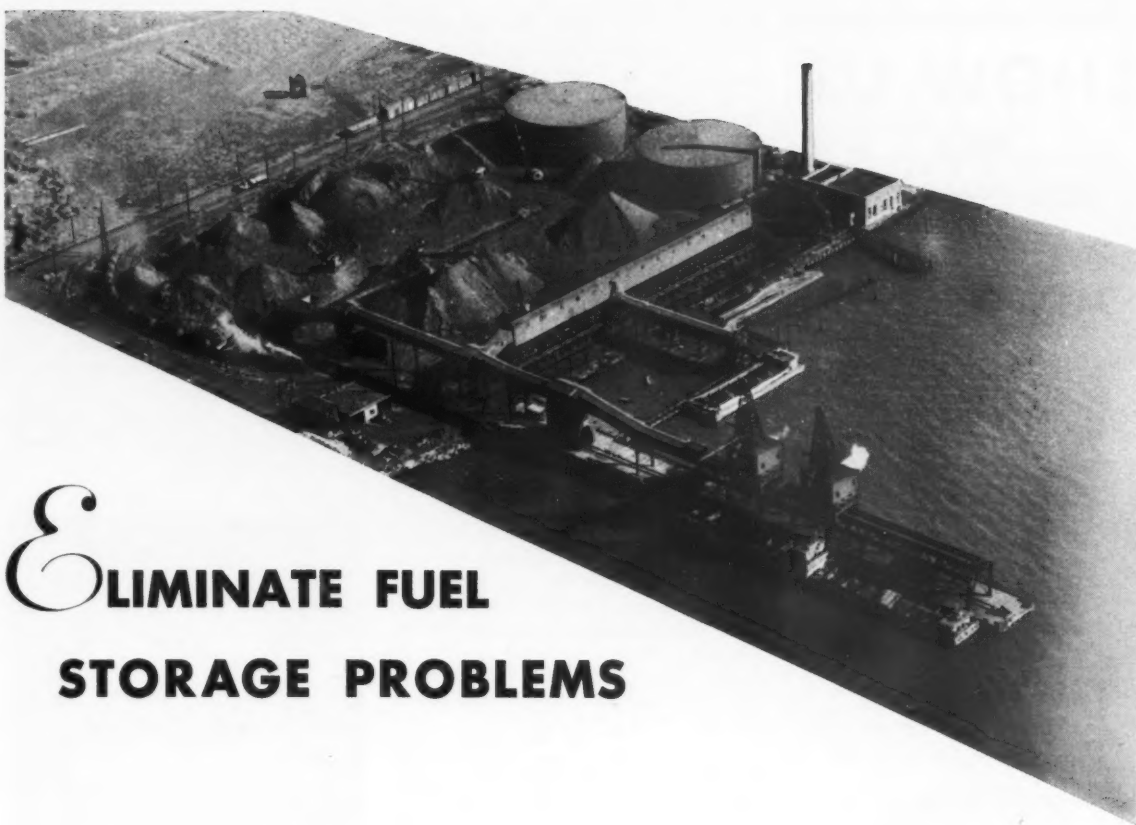
THE REMOVAL OF "EXTERNAL OBSTACLES" to good relations between management and its employees, was sought recently by Ira Mosher, chairman of the executive committee of the National Association of Manufacturers. "Do that," he told the Senate Committee on Labor and Public Welfare, "and employers and employees will determine their own relationships peacefully and effectively."

He listed the obstacles to be removed as follows:

1. Intervention by government, whether by compulsory arbitration, permanent mediation boards or politically-directed fact-finding.
2. Industry-wide bargaining and secondary boycotts.
3. Union objectives which conflict with employees' best interests and which result in strikes having nothing to do with wages, hours or working conditions.
4. One sided obligations and responsibilities under existing laws.

★ ★ ★

ELISHA H. COOPER, one of New Britain's leading industrialists, died recently in Daytona Beach, Florida, fol-



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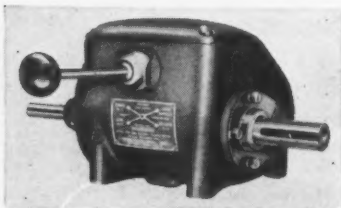
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lowing a brief illness. He was chairman of the board of directors of the Fafnir Bearing Company.

Mr. Cooper was born in Rockport, Massachusetts, and settled in New Britain when his father, The Rev. Dr. James W. Cooper became pastor of the South Congregational Church in that city. He was graduated from Yale University in 1892, and joined the E. E. Hilliard Company, a woolen mill in Buckland, which he served for 20 years.

In 1911 he became the first secretary-treasurer and general manager of the new Fafnir Bearing Company, New Britain, and became president shortly thereafter. Under his leadership the company grew from its original six or seven employees, to its present position as one of the three largest manufacturers of such bearings in the nation, with 3,600 employees.

Besides his wife, Mr. Cooper leaves three sons, Stanley M. Cooper, executive vice president of Fafnir; Ford Cooper, a Boston architect, and Richard F. Cooper, assistant works manager at Fafnir, and five grandchildren.

★ ★ ★

CLAYTON R. BURT, board chairman of Niles-Bement-Pond Company, Hartford, recently announced the resignation of Charles W. Deeds as president and general manager of that company, and the appointment of Frederick U. Conard, vice president of Underwood Corporation, to succeed him.



FREDERICK U. CONARD

Mr. Deeds, who will continue as a member of the board of directors of the company, stated that he finds it

necessary to devote full time to his widely diversified personal interests.

A graduate of Stevens Institute of Technology, Mr. Conard entered the Underwood Corporation in 1919 as chief engineer of the computing machine division in charge of product design and manufacture. He continued to advance through various positions and branches of the company, and in 1939 he became vice president of the corporation.

In addition to his varied business interests, Mr. Conard is active on a number of local and state boards and welfare institutions. He is chairman of the Board of Education of West Hartford, and a trustee of the Fairfield State Hospital.



DONALD S. SAMMIS, vice president and manager of the Bridgeport works of the Underwood Corporation, has been transferred as vice president and manager of the Hartford works, where he will succeed Frederick U. Conard.

A graduate of Sheffield Scientific School, Yale University, Mr. Sammis began his industrial career when he entered the Baird Machine Company plant in Stratford. He later served the Ives Manufacturing Company, Bridgeport, and the Griscom-Russell Company, New York.

In 1931 he accepted the town managership of Stratford, and resigned that post in 1934 to become superintendent of the Underwood plant in Bridgeport.

Chester A. Dundore has been ap-

pointed works manager of the Bridgeport plant succeeding Mr. Sammis.

★ ★ ★

THE BRIDGEPORT BRASS COMPANY and a Canadian firm, Noranda Mines, Ltd., have formed a new company for the production of commercial copper and brass products in Montreal, Canada, according to a recent announcement by Herman W. Steinkraus, president of the Bridgeport firm, who will also be president of the new organization.

J. Y. Murdock, president of Noranda Mines, who will be chairman of the board of the new firm, revealed that the establishment of the company will introduce a second source of copper and brass mill products to Canadian customers, and will enable the export of a substantial tonnage of Canadian copper and zinc in the form of finished products rather than as raw materials.

★ ★ ★

THE HALLDEN ENGINEERING LABORATORY at Trinity College was formally dedicated recently when Karl W. Hallden, president of the Hallden Machine Company of Thomaston, presented the keys of the building to President G. Keith Funston of the college.

The gift of Mr. Hallden, who graduated from Trinity in 1909, the building was completed shortly after the first of the year, will be used for laboratory work in surveying heat, power, fluid mechanics and materials and for seminar classes. Prof. Harold J. Lockwood, of the engineering department, will be in charge of the building.

★ ★ ★

GEORGE T. DILLON, former state editor of the Waterbury Democrat, has taken a position as an assistant in the public relations department of the Naugatuck Footwear Plant, United States Rubber Company, according to a recent announcement by Edward T. McGrath, public relations director.

Mr. Dillon joined the staff of the Democrat 17 years ago, and when that paper ceased publication recently, he joined the staff of the Waterbury Republican.

★ ★ ★

NORRIS W. FORD, executive vice president of The Manufacturers Association of Connecticut, was appointed chairman of the New England Governors' Freight Rate Committee at a

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recent meeting at the Hotel Statler in Boston.

The Committee, which was originally organized at the instigation of the New England Council, is made up of representatives of each of the New England states.

Mr. Ford was first appointed to the Committee by Governor Wilbur L. Cross, and has been requested by Governor McConaughy to continue to be Connecticut's representative on the Committee.

★ ★ ★

THE FIRST SIX ITEMS in a new complete line of spring wound and electric clocks and watches to be produced by The E. Ingraham Company, Bristol, during 1947, were introduced recently under the company's Sentinel line trademark of the "watch dog"—a champion shepherd.

The Sentinel line, which will ultimately include a complete line of popular priced watches and clocks, now comprises three smartly styled electric clocks (kitchen, desk and alarm), a one-day spring wound alarm, a new pocket watch and a new wrist watch.

★ ★ ★

CUPRINOL, INC., a Massachusetts company which manufactures and sells a chemical product bearing that name, has recently been acquired by the Ensign-Bickford Company of Simsbury, as part of that company's post-war diversification program.

A preservative against all forms of decay and fungus growths and a deterrent to insects and marine growth, the product is prepared according to a Danish formula and has had widespread acceptance in European mar-



THE FIRST SIX ITEMS in the complete line of spring wound and electric clocks and wrist and pocket watches, scheduled for production by E. Ingraham Co., Bristol, during 1947: (1) Cameo, the Sentinel ultra-smart new wrist watch; (2) Arlington, the new wood-case electric self-starting desk or table clock; (3) Mural, electric self-starting kitchen clock; (4) Lyric, miniature electric alarm clock with the 1-2-3 alarm; (5) Autocrat, the new Sentinel pocket watch; (6) Sultan, 1-day alarm clock with single wind for both alarm and time.

kets for a number of years.

Robert E. Darling, Ensign-Bickford's board chairman, is president of the new company, and J. K. Brandon, president of the Simsbury firm, will serve on the board of directors. Chief operating executive of the company will be David Murray, who has been closely associated with Cuprinol, Inc., since its inception.

It is expected that the manufacture of Cuprinol will be brought eventually to Simsbury.

★ ★ ★

AT THE HAYDON MANUFACTURING CO., Torrington, the adoption of an income and pension plan for employees has been approved by the board of directors.

The plan is based upon mutual contributions of employees and company, with the company making substantial contributions toward the cost. A new sickness benefits plan has also been announced recently, under which sickness and non-occupational accident disability benefits will be paid at the rate of half-pay beginning after the first week of disability and continuing during disability for a period of from four to 39 weeks, depending on length of service.

★ ★ ★

DESPITE SEVERE SHORTAGES of equipment, and increased costs of labor, fuel, materials and supplies, The Connecticut Light and Power Company enjoyed a successful year during 1946, President C. L. Campbell announced recently in the company's annual report to stockholders.

Colorfully presented in brochure form, the report enumerates the firm's successes during the last year and outlines a forward-looking improvement and expansion program for 1947.

"The future is one of promise and responsibility for our Company, our state and our country," Mr. Campbell said. "Conscious of the importance of our part in the development of Connecticut's future and aware of the challenges and responsibilities before us, we face with confidence and determination our opportunities for extended service to the public."

★ ★ ★

WARREN F. KAYNOR, president and treasurer of Waterbury Companies, Inc., Waterbury, died recently following a short illness.

Mr. Kaynor was born in Sanborn, Iowa, and was educated at the Hotchkiss School and Sheffield Scientific School of Yale University. He joined Waterbury Companies, Inc., then known under its old corporate title, The Waterbury Button Co., upon his release from the Air Corps after the first World War.

He became secretary and treasurer of the company in 1920, and president in 1930. He has been prominently identified with industrial activity in Waterbury, and in addition to heading the large plastics and buttons concern, he served on the board of directors of the Waterbury National Bank and the Waterbury Buckle Co. He was secretary of the Home Club and took active part in a number of civic enterprises.

AT FULLER BRUSH in Hartford, personnel changes in the advertising department have recently been announced. Arthur H. Patterson, who for the past 18 years has managed the company's advertising activities, has retired from active business, but will continue to serve the company in a consultative capacity.

J. E. Allen has been appointed to succeed Mr. Patterson as advertising manager. At the outbreak of the war Mr. Allen was representing McLean publications in New York, and later reported for active duty in the U. S. Navy and rose to the rank of commander. Previously, he operated his own agency where he pioneered the practice of supplementary service between advertising agencies and public relations firms.

Mr. Patterson, one of the veterans of American advertising agency practice, has been associated with Charles W. Hoyt, Street and Finney, and Manternach Advertising Agency before joining Fuller Brush.

★ ★ ★

THE APPOINTMENT of E. C. Nickerson as general traffic manager in charge of the traffic department of the New Haven Railroad, with headquarters at South Station, Boston, was announced recently by Frank J. Wall, vice president.

Born in Chatham, Mass., Mr. Nickerson is a graduate of Harvard University and the Harvard Business School. Following experience with coast-wise and inter-coastal steamship lines, he started service with the New Haven Railroad as traffic representative.

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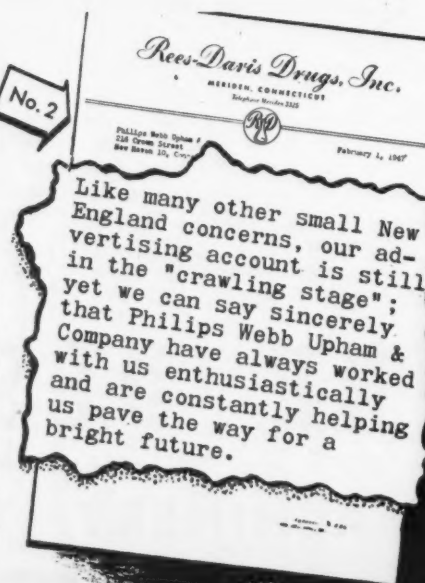
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In December, 1945, he was appointed assistant general traffic manager, and held that position until his present appointment as general traffic manager.

★ ★ ★

JAMES S. DARCY, general manager of Seth Thomas Clocks, Thomaston, died suddenly recently in the offices of General Time Instruments Corporation in New York. Stricken with a heart attack after returning from lunch, he died before a physician could reach him.

Mr. Darcy joined the General Time organization of which Seth Thomas Clocks is a division, in 1934 as head of the auto clock and industrial sales department of the Westclox division. In 1941 he became general manager of the Thomaston plant.

★ ★ ★

AT THE ANNUAL MEETING of the Meriden Manufacturers Association recently, Robert W. Clark, treasurer of Clark Crafts, Inc., Meriden, was elected to the Association's presidency, succeeding John R. Sexton, president of J. R. Sexton, Inc.

Wallace N. Guthrie, president of Cuno Engineering Corporation, was elected vice president.

★ ★ ★

THE BOARD OF DIRECTORS of the J. M. Ney Company, Hartford, voted recently in annual meeting, on the election of W. P. Conklin, vice president and treasurer, to the presidency, filling the vacancy caused by the death of H. C. Ney.

Keith Smith, Jr., of Farmington, was elected vice president, and C. L. Heath, secretary.

★ ★ ★

THE CASE OF the electrical manufacturing industry for the outlawing of secondary boycotts being considered as part of new labor legislation before Congress, was presented by R. Stafford Edwards, President of the National Electrical Manufacturers Association, before the Senate Labor and Welfare Committee recently.

Mr. Edwards, who is also president of Edwards Company, Inc., Norwalk, described the boycott as the refusal of one union covering the installation of electrical equipment, for example, to install electrical construction materials which had been manufactured in plants whose employees are affiliated with

other, or competitive unions, or by different locals of the same national union.

The hearings were held by the Senate on Senate Bill No. 55, commonly known as the Ball, Taft, Smith Bill, introduced January 6, and containing remedial legislation entitled, "Boycotts and Other Unfavorable Combinations."

★ ★ ★

ERIC C. GYLLENSVARD, Export and New York Office Manager of Farrel-Birmingham Company, Inc., Ansonia, was killed recently when struck by lightning while in Sao Paulo, Brazil, on a business trip.

Mr. Gyllensvard was born in Sweden, and after completing his education at Cambridge University in England, joined the Standard Oil Company, first as petroleum engineer, and later as sales engineer in the service of this company's subsidiaries in China, India and Sumatra, following which he was engaged in exploration work in Peru, Argentina and Brazil. He joined the Farrel-Birmingham Company, Inc., in 1944.

BECAUSE THE DECISION between calling a strike to enforce union demands and continuing collective bargaining while men remain at work is frequently close, employers may wish to utilize this table in making known to employees the actual cost of strikes. If used in company publications or on billboards credit should be given to Dartnell's American Business, from which it was reprinted.

★ ★ ★

"ECONOMIC PROGRESS REPORT NO. 1" is a study of official Treasury Department Corporation Income Tax data, newly completed by national headquarters of the Tool Owners Union.

The report reveals that a mere \$1.23 per week was the extent of the wartime increases in corporate dividends received by the average stockholder, and that the average weekly earnings per employee rose from \$24.94 in 1940 to \$43.12 in 1945, a gain of \$18.18 per week per worker, or fourteen times the average weekly increase in dividends per stockholder.

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Strike Lasts Weeks	Cost to Worker at \$1.00 per Hr.	TIME REQUIRED IN WEEKS TO REGAIN LOSS IF STRIKE BRINGS RAISE OF											
		4%	5%	6%	8%	10%	12%	14%	15%	16%	18%	20%	
1	\$ 40.00	25	20	17	13	10	8	7	7	6	6	5	
2	80.00	50	40	33	25	20	17	14	13	13	11	10	
3	120.00	75	60	50	38	30	25	21	20	19	17	15	
4	160.00	100	80	67	50	40	33	29	27	25	22	20	
5	200.00	125	100	83	63	50	42	36	33	31	28	25	
6	240.00	150	120	100	75	60	50	43	40	38	33	30	
7	280.00	175	140	117	88	70	58	50	47	44	39	35	
8	320.00	200	160	133	100	80	67	57	53	50	44	40	
9	360.00	225	180	150	113	90	75	64	60	56	50	45	
10	400.00	250	200	167	125	100	83	71	67	63	56	50	
11	440.00	275	220	183	138	110	92	79	73	69	61	55	
12	480.00	300	240	200	150	120	100	86	80	75	67	60	
13	520.00	325	260	217	163	130	108	93	87	81	72	65	
14	560.00	350	280	233	175	140	117	100	93	88	78	70	
15	600.00	375	300	250	188	150	125	107	100	94	83	75	
16	640.00	400	320	267	200	160	133	114	107	100	89	80	
17	680.00	425	340	283	213	170	142	121	113	106	94	85	
18	720.00	450	360	300	225	180	150	129	120	113	100	90	
19	760.00	475	380	317	238	190	158	136	127	119	106	95	
20	800.00	500	400	333	250	200	167	143	133	125	111	100	
21	840.00	525	420	350	263	210	175	150	140	131	117	105	
22	880.00	550	440	367	275	220	183	157	147	138	122	110	
23	920.00	575	460	383	288	230	192	164	153	144	128	115	
24	960.00	600	480	400	300	240	200	171	160	150	133	120	
25	1,000.00	625	500	417	313	250	208	179	167	156	139	125	
26	1,040.00	650	520	433	325	260	217	186	173	163	144	130	

Above answers calculated to nearest week. Calculations compiled by Meilicke Systems, Inc.

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crease efficiency in using tools, we have the basis for industrial peace and progress. . . ."

★ ★ ★

ARTHUR E. JONES of Simsbury, has recently been elected to the board of the Gray Research and Development Company, with headquarters at Elmsford, N. Y., according to a recent announcement by Walter E. Ditmars, president of the Gray Manufacturing Co., Hartford.

Mr. Jones is a graduate of Princeton University, and he studied electronics at Harvard University and M.I.T.

★ ★ ★

OFFICIALS OF THE HARTFORD-EMPIRE COMPANY re-

cently announced the election of F. Goodwin Smith as chairman of the board of directors and the appointment of Sixten F. Wollmar, formerly vice president, to be president of the company succeeding Mr. Smith.

Mr. Smith, who has been associated with the glass making firm since 1915, has served as the firm's president since 1927.

Mr. Wollmar joined the company as a vice president in January of this year, coming from SKF Industries where he was executive vice president. Educated at Columbia University and abroad, Mr. Wollmar served as president of SKF Steel Company in New York before becoming operating head of the Philadelphia bearing concern in 1942.

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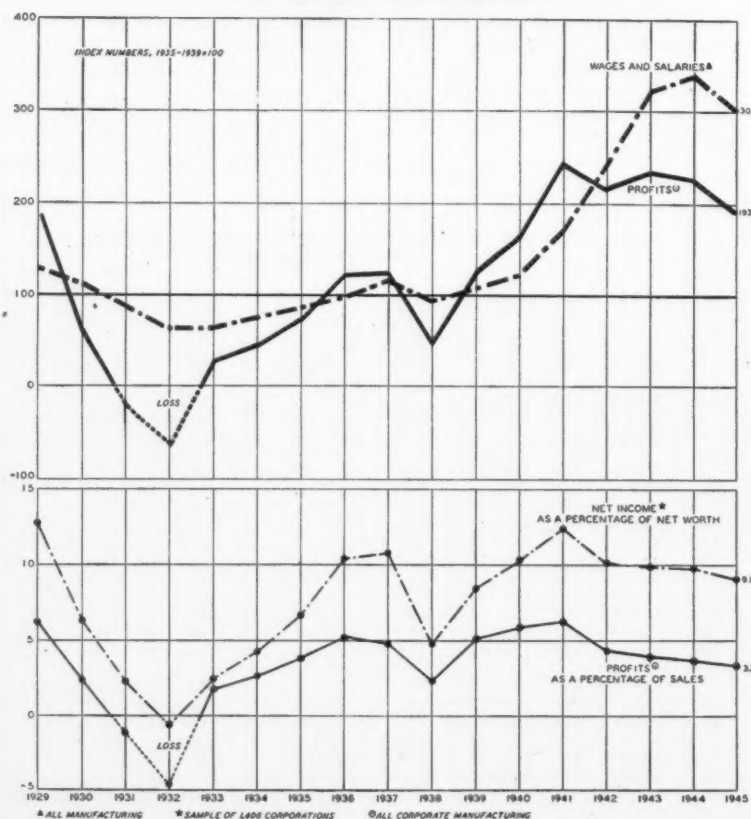
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PROFITS AND WAGES IN MANUFACTURING UNITED STATES, 1929-1945



Profits after taxes in corporate manufacturing reached a peak in 1941 when the total was 146% above the 1929-39 average. In 1945 the figure was 93% above the prewar average. Wages and salaries in all manufacturing did not reach a peak until 1944 when they were 229% above the 1929-39 average. In 1945 they were still 201% above 1929-39.

Profits as a percentage of sales also reached a peak in 1941 at 6.25%; by 1945 they had declined to 3.2%. A sample group of manufacturing corporations reported 1941 profits at 12.4% of net worth, as compared with 12.9% in 1929. In 1945 profits were only 9.1% of net worth.

SOURCE: U.S. Dept. of Commerce; National City Bank of N.Y.

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ROAD MAPS OF INDUSTRY
WEEKLY CHART SERVICE
JANUARY 3, 1947
NO. 575

Personal Contact and The Labor Problem

(Continued from page 11)

didn't have to tell them so; they could see it. And then Mr. Schwab started to talk. He didn't make a speech. He didn't resort to high-sounding oratory. He didn't throw out a lot of meaningless phrases. He just got down and talked in exactly the same language that he would have used if he had a riveting hammer in his hand and was talking to a bunch of his fellow-workmen. He didn't try to impress them with how big a man he was; but he did succeed in impressing them with the fact that he was exactly the same flesh and blood, human, good fellow that they were. Mr. Schwab bared his heart. He tore aside the veil of misunderstanding. He destroyed at once the barrier of class distinction. That audience of four thousand men in overalls, with grease and paint on their faces, completely forgot during the thirty minutes the steel man talked that he was a rich man or a famous man.

When he finished his speech he received an ovation that few men have ever received. It was a wild ear-splitting yell of friendly approval, and the remarks after that speech—"Why, that's a real fellow; eighteen karat gold; no lead in his makeup at all."

I can epitomize the results of that address in a few words: Mr. Schwab stepped on that platform Charles M. Schwab, autocrat, millionaire magnet; he stepped off that platform, thirty minutes later, friend Charlie. And in that short thirty minutes he had destroyed the hatreds that agitators had been building for fifteen years.

The answer is simply *contact*. There isn't an employer living, if he really likes his men, that couldn't have delivered the same talk that Charlie Schwab did. It was a talk of monosyllables carried on in about the same tone and manner any business man would use in conferring with a friend.

I have noted all over America that wherever I found an employer who really likes his men, and means it, that employer has no trouble at all in conveying to them that he does like them. And those employers have mighty little difficulty in getting the whole-heart-

ed respect and cooperation of practically every man on the payroll.

I do not know why employers ever thought of getting respect by showing arrogance and indifference. Many of them did so. True, that class of employer is now disappearing from industry. The arrogant, indifferent employer fifteen years ago was in the majority. He is in the hopeless minority, however, now. In other words, the big thing that I want to get across is this: The employer generally has a strong personality. He has spent a lot of time selling his honesty, his fairness, and his personality to the banker, the wholesaler, the retailer, and the public. How much has he spent in trying to sell that same personality, honesty, and fairness to his workmen? I know what your answer is, and that answer is the cause of most of the trouble in American industry.

I can name places by the score in the United States that were ridden with strikes, where hatred and suspicion were rampant during the war and the first year or two after the war, where today there is no trouble, and there is better cooperation than they have ever had. A feeling of confidence and re-

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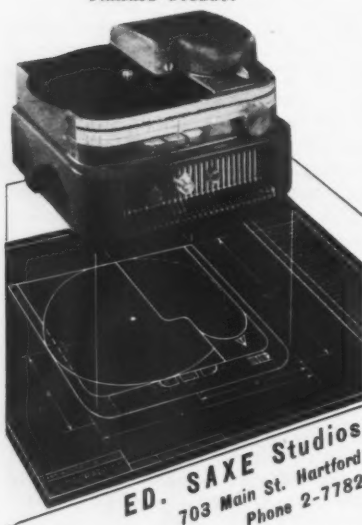
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spect has taken the place of suspicion and hatred. That is due to the fact that these employers have taken off their coats, gotten right down in their plants, and have spent just as much time cultivating the friendship and respect of their men as they have in cultivating that same feeling among their business and social acquaintances. And the employer that has done this has been amazed at the difficulties labor is confronted with. They have been amazed that there were so many grievances that they formerly knew nothing about—little grievances that later grew into big ones, and then grew into strikes, with more hatreds.

Good Relations Begin At the Front Door

(Continued from page 13)

work, and prefers to wear a smart civilian uniform to take the place of the military police suit she formerly wore. Company badges are given to visitors and they are invited to sign the guest register. This formality does not seem to create any objection, and

serves to provide a useful record of the dates of our visits from customers and suppliers.

★ ★ ★

EDWARDS & COMPANY of South Norwalk, manufacturers of electrical signaling devices, have indicated their strong belief in the value of appearance of not only the inside of the plant but also the outside as well. The beautiful entrance hallway and lobby follows out the Colonial tradition, giving the appearance of quiet restfulness to the visitor. Miss Marjorie Micklas, who has been with the company over 3½ years, builds goodwill for the company by her pleasant manners and fine personality—a fact that has been proved by many favorable comments passed on to company management by those who have visited the plant.

She came to the company after having one and one-half years training with the Southern New England Telephone Company — another strong champion of courtesy.

★ ★ ★

MRS. ELEANOR WHITE, a five-year employee of Colt's Patent Firearms Mfg. Co., Hartford, is the receptionist who meets the public with

BOOTS ON COWS!

Until General Electric experimented with Lightning, knowledge of lightning had not increased materially since Ben Franklin. In the interim, fallacies grew and sound theories were born of observations. Most interesting is the custom of boots on cows. Farmers wearing rubber boots noticed that they were unaffected during severe storms while their cows were knocked down or killed. One farmer tried boots on his cows and found them to have the same immunity as he. The boots acted as shields, making it impossible for lightning to pass through their bodies.

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ACCUMULATES ELECTRICAL
CHARGES AND ATTRACTS
LIGHTNING. MODERN LIGHT-
ROD SYSTEMS DRAIN OFF
THESE CHARGES

BROWN
LIGHTNING PROTECTION

HARTFORD
NEW HAVEN BRIDGEPORT



LOBBY and waiting room at the American Brass Co. main office in Waterbury. "Good relations begin at the front door" has long been a keystone of this well known company's policy of dealing with the public.

charm and grace in the company's spacious lobby and waiting room in its comparatively new and modern office building.

A graduate of West Hartford High School and Culver-Smith School, with a year's study abroad, Mrs. White is well equipped to welcome not only the rank and file lay visitor who crosses the Colt threshold, but also officers of high military rank, and foreign visitors of distinction who visit the plant. During the war she met and introduced to the Colt's Museum many distinguished military and other visitors from far off places such as China, Egypt, Africa and other countries.

Scarcely a day passes when she does not meet interesting visitors from near and far, upon whom she makes a favorable impression for Colt's.

★ ★ ★

ALTHOUGH Scovill Manufacturing Company, Waterbury, does not maintain reception rooms in the same sense as the other companies mentioned in this "picture and caption" story, it does have courteous guards on duty at two cheerfully and comfortably furnished plant entrances, who make arrangements for "qualified" visitors to meet proper company officials in any one

of a number of well-maintained private conference rooms, or in the private office of the proper official.

Jack Phelan is the well-mannered and efficient guard on duty at the main entrance, 99 Mill Street, Waterbury, and Jeremiah Shea is the efficient but courteous guard on duty at the Purchasing Office entrance. Mr. Phelan, who has just recently returned from several years' Army service, has served the company for 10 years, and Mr. Shea for five years.

★ ★ ★

MISS GLADYS SPIELMAN, a veteran of 18 years, is in charge of "front lobby courtesy" at Veeder Root, Inc., Hartford. Her record matches the company's sincere desire to give prompt and courteous attention to all visitors. The waiting or reception room is implemented by comfortable seats and a wide diversity of magazines of interest to callers.

★ ★ ★

UNFORTUNATELY the photo of the receptionist at American Brass Company, Waterbury, was not available, but the quality of the reception is on a par with the beauty of the main office reception headquarters.

New Frontiers In Communications

(Continued from page 7)

velopment which had been initiated in 1938. Fundamental proof of the practicability of recording by means of a combination recorder and playback head and with the use of a paper-thin plastic disc had been established. The elimination of all compromise with recording quality by the discovery of the means of operating a record at a constant optimum linear speed per minute opened up entirely new horizons for the recording industry. The combination of compactness and ruggedness in electronic operation had also been foreseen through the research program starting in the pre-war period. Thus, the Gray Company was able to produce without delay a machine for Navy use in war and in peace. The machine developed will operate in any position under conditions of severe shock and will withstand the stress of rapid and extreme climatic change. The Navy contract is now complete. A machine designed for commercial use incorporates the Navy standards of

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His background includes direct selling, retail advertising, wholesale promotion, publicity and industrial advertising (domestic and international). He's a *working* executive now 38, with a wife and child. And because his change is necessary he will make his price fit your job.

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THE FAMILIAR PAY STATION telephone produced in Hartford by The Gray Company since 1891.

quality and it is also beginning its service to business in many fields of endeavor.

The present model Audograph coming from the factory is designed primarily for office dictation use and is going into the channels of distribution as rapidly as mass production techniques can provide the equipment.

In accordance with the basic plan and the challenging nature of the work

which has always characterized the activities of The Gray Manufacturing Company, there will be other communication machines. These plans envision the Audograph effecting a complete change in the practice and in the methods not only of recording, but of transmission and presentation of human thoughts, decisions, and the records of man's efforts and accomplishments through the spoken word.

Stockholders as a Vital Influence

(Continued from page 9)

Liquid Carbonic	None	5,329	*7,500
Lockheed Aircraft ...	None	2,429	9,333
Mallory (P. R.)	None	495	1,950
Martin (Glenn L.) ...	\$7	1,715	10,600
Micromatic Hone	None	350	909
Nat'l Bank of Detroit ..	None	1,667	*8,185
Nat'l Distillers Prod. .	None	13,318	21,385
Nat'l Fuel Gas	None	4,889	†14,000
North Amer. Aviation ..	None	26,433	29,968
Pittsburgh Pl. Glass .	None	5,666	12,030
Quaker State Oil	None	1,175	2,234
Reynolds Metals	None	*4,696	*7,310
Schenley Distillers ...	None	5,322	8,507

Servel, Inc.	None	*7,379	*†14,000
Solar Aircraft	None	372	3,628
Sonotone Corp.	None	†3,000	*5,094
Sunray Oil	None	3,992	*31,100
United Aircraft	None	22,559	*43,200
United Air Lines	None	19,500	*†24,000
U. S. Ind'l Chemicals ..	None	†3,200	†3,800
Vanadium-Alloy Steel ..	None	570	1,185
Woodall Industries ..	None	†800	*2,550
Zonite Products	None	2,573	3,400

* Including preferred stockholders. † Partially estimated. ‡ Before public offering of stock.

On top of these are the companies which came into being, or passed into public ownership, since 1936. Here are some examples:

We specialize in . . .

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GROUND GEAR TEETH
GROUND SPLINES
GROUND CAMS
BROACHING**

For full details write:

**The Hartford Special Machinery Co.
Hartford, Conn.**

Corporation	1926	1936	1946
Aldens, Inc.	None	None	*2,150
Am. Encaustic Tiling ..	None	None	3,600
Anchor Hocking Glass ..	None	None	*2,471
Beaunit Mills	None	None	†1,000
Botany Worsted Mills ..	None	None	*3,571
Chicago & Southern			
Air Lines	None	None	3,685
Colonial Stores	None	None	3,204
Diana Stores	None	None	†1,500
Emerson Radio &			
Phonograph	None	None	*†2,000
Foster & Kleiser	None	None	*1,608
Kaiser-Frazer	None	None	†38,000
Logansport Distilling ..	None	None	*914
Menasco Mfg.	None	None	†4,300
Nat'l Securities &			
Research	None	None	26,250
Piper Aircraft	None	None	*3,600
Republic Aviation	None	None	4,263
Security Insurance	None	None	†3,100
Skelly Oil	None	None	†3,200



MRS. ALBERT ROCHEON, Norwich, wife of garden committee chairman, inspects some of her canned vegetables.

Tenn. Gas & Trans-
mission

None None *7,575
Whitman (Wm.)

None None †1,200

* Including preferred stockholders. † Estimated.

There appears justification for estimates that there are now around 20 million stockholders, not including U. S. Government security holders, in America today, which compares with 16 million farmers, 12.8 million union labor members and 11 million veterans—truly, stockholders are a vital influence!

**Health Building Program
for Industrial Workers**

(Continued from page 10)

The war is over. But economic problems remain unsettled and the elements of Nature still materially affect our food supply.

The value of gardens is recognized to such an extent that the National Garden Institute deems it a good investment to award trophies to leaders of communities that encourage home gardeners.

In addition to all the good reasons for having a home garden, I suggest that you resolve today to have a "Health Garden" this year for your health's sake.

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ESTATE**

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Realtors**

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New Haven, Connecticut**

Branch Offices:

**3 Colony Street, Meriden
3 Elizabeth Street, Derby**



INDUSTRIAL Relations — Law

By FREDRICK WATERHOUSE, Counsel

THE U. S. Department of Labor, Child Labor and Youth Employment Branch, has recently issued a pamphlet concerning hazardous occupations subject to a minimum age of eighteen years under the Fair Labor Standards Act. This pamphlet is known as Child Labor Series No. 27 and may be obtained by writing to the Department of Labor in Washington or from the Association.

It briefly outlines the occupations which have been determined to be hazardous by the Department of Labor. Minors under the age of eighteen years may not be employed in any of these occupations. They are: Order No. 1. Explosives — Manufacturing Occupations; Order No. 2. Motor Vehicle Occupations; Order No. 3. Coal Mine Occupations; Order No. 4. Logging and Sawmill Occupations; Order No. 5. Power-driven Woodworking Machine Occupations; Order No. 6. Occupations Involving Exposure to Radioactive Substances; Order No. 7. Power-driven Hoisting Apparatus Occupations.

The pamphlet sets out the scope of each of these orders and gives clear, concise definitions and interpretations concerning their practical application.

You will probably remember that Order No. 7 was issued last September and at that time we sent you the text along with a number of interpretations.

★ ★ ★

ONE OF THE MOST troublesome problems connected with the closed shop issue is what to do when the union requests the employer to discharge an employee who has been evicted from the union. The obligation of the employer to try to discover the reason for the eviction and then to determine whether such eviction were proper involves so many variables that

the employer must act at his peril. A recent case decided by the Circuit Court of Appeals for the 2nd Circuit points out some of the employer's difficulties and might be held to be a precedent in governing the employer's activities, but a slight variation in facts could alter the whole situation.

Briefly, the company had a closed shop contract with one union and was requested by this union to discharge an employee who had been evicted from the union for campaigning for a rival union. This campaigning began about three months before the closed shop contract expired and continued until after the contract had actually expired. The company complied with the union request and discharged the employee. The employee then filed a complaint with the NLRB claiming such discharge was an unfair labor practice. The NLRB held that such organizing activity was proper at that time because it was an appropriate time for the employees to seek a change in their bargaining representative. The NLRB further found that the purpose behind the union's request for the discharge was illegal and since the company had knowledge of the basis for this request, it should have refused to comply. Consequently, the company was ordered to reinstate the employee with back pay. The dilemma of the employer is apparent. If he discharges the employee under these circumstances, he runs the risk of being compelled to reinstate with back pay. If he refuses to comply with the request, he runs the risk of more serious trouble with the union if he attempts to question that his rights and obligations are not too well defined by the law and are subject to the caprice of an NLRB hearings officer, he is faced with the further practical problem of trouble with the union if he attempts to question its action.

The decision of the Circuit Court upholding the ruling of the NLRB does not answer but rather intensifies the problem of the employer.

★ ★ ★

THE NATIONAL Labor Relations Board has made many reversals of attitude regarding rights and liabilities of employers and unions in recent months. One of the more important of these is the present tendency to rule that unions have some obligation to bargain in good faith. This is brought about in a rather indirect manner by relieving the employer of an unfair practice charge in failing to bargain in good faith when the union's attitude or position makes it impossible for the employer to bargain. If the union insists on acceptance of its demands on a take-it-or-leave-it basis, the employer may refuse to bargain on such terms. If the employees then strike, they may be considered as no longer employees. If they do strike and the employer considers their employment at an end, the union will undoubtedly claim the employer is guilty of an unfair labor practice. Such a charge will not be upheld by the NLRB if it follows its latest ruling. The Board has determined that the union's take-it-or-leave-it attitude amounts to a refusal to bargain in good faith which "may remove the possibility of negotiation and thus preclude the existence of a situation in which the employer's own good faith can be tested. If it cannot be tested, its absence can hardly be found."

Another situation which may eventually be held by the NLRB to relieve the employer of an unfair labor practice charge for refusal to bargain is the insistence of the international union that certain features be included in the contract without allowing the local or the negotiating committee to alter or compromise such specified terms. This amounts essentially to a take-it-or-leave-it attitude regarding such terms and negatives bargaining in good faith. No employer should be required to grant any demands under such conditions and should be permitted to refuse to go through the motions of bargaining in good faith. Unless negotiators for both employer and employee have authority to determine what shall be eventually agreed upon, there can be no bargaining in good faith.



INDUSTRIAL DEVELOPMENT

By L. M. BINGHAM,
Secretary

WE hear much these days about "economic stability" and the need for attaining it. From a careful analysis of what is generally meant by those who use that terminology, it appears that they are either groping for a means of keeping business from getting worse, or a method of freezing our economy at a point which will pose few problems that rob businessmen of many of the benefits of "off-the-job" leisure.

Our interpretation of "economic stability," which is shared by at least one prominent engineer, George Trundle, Jr., of the Trundle Engineering Co. of Cleveland, Ohio, is that economic stability is never obtained in a truly healthy economy. It prevails only in backward areas of the world where standards of living have not changed noticeably in thousands of years, such as in China and in India, or in countries where some sort of dictatorship attempts to eliminate by rigid controls the law of supply and demand, by telling the people what and how much to produce, and what to buy and how much. Even in these countries the law of supply and demand creates black markets which cannot be stamped out. Discovering that black markets cannot be eliminated by the severest methods known, Russia has legalized them so that the few Russians who have the means may secure at exorbitant prices, some of the products which are available every day to a large majority of rank and file Americans.

It has been proved over and over again, and quite recently by a survey of European countries, that our American ingenuity under the competitive system, is producing an even higher standard of living, while the controlled, or stabilized, economies of Europe are producing a constantly declining standard. Proof of the superiority of the American competitive or "unstable economy" is so overwhelming that we

should rise up and challenge with facts all unthinking talk about the glories of a "stable economy." We have far to go by way of improvement in our competitive methods before we sell the practical value of the "Golden Rule" application to all business, but let's not slide backwards into "stabilization" while attempting to move forward to greater plenty for ourselves and the suffering people of other lands.

★ ★ ★

BY THE TIME you read this there will doubtless be available in printed form a detailed account of the 4th

NAM Public Relations Conference. It was a noteworthy attempt to focus attention on the most pressing need of the hour—the launching of an educational program to sell our American way of life at the local plant level, the community level, the national level and the international level. Ably presented by Conference Chairman Howard Chase, Public Relations Director of General Foods, the program, participated in by over a dozen leaders in the field of public relations, "needled" more than 500 PR men and a good percentage of top executives from all parts of the nation, to roll up their sleeves and go to work to sell the fruits of American freedom before that dish was "passed up" for the sugar-coated and enticingly frosted victuals now being set before the American people by the well-meaning planners and more vicious extremists who are attempting to create chaos and dictatorship through a gigantic barrage appealing to our emotions.

We shall not defeat this insidious propaganda by merely fighting back. We must develop a positive program of our own. It should be born of a sincere desire to keep open the avenues of freedom for all men, rather

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than merely to preserve our "profit and loss" system for whatever profit that may mean to the owners of American business. Once this broader desire to serve is reflected through the various channels of communication—from the boss to employees, to neighbors at home and across the nation and through our government representatives to other nations—we shall be moving in the right direction. By implementing our worthy objectives with deeds to match, we cannot fail. All this is easy to say, but much, much more

difficult to accomplish. And yet it is no more impossible than the licking of many of our war-time problems appeared to be when they were first discovered.

Conviction that this educational job must be done now if individual freedom, now vanished practically everywhere but in the United States and Canada, is to be preserved here and reestablished in other lands, is the first important step which must be taken by the heads of business enterprise. If they add sincerity of purpose and

contagious enthusiasm to conviction, they will find the necessary funds, manpower and techniques to do their part in this most urgent campaign that should command a first priority on the time of every top management executive in Connecticut and the nation.

If help is needed to organize your program or to find manpower to carry it out, write or call your Association. We don't begin to know all the answers, but have much in our minds, hearts and voluminous files that we believe will help you mightily in meeting the present challenge to freedom.

★ ★ ★

MANY OF OUR MEMBER companies have been holding "Open House" for employees and their families in recent months—a most logical beginning event in any organized program of employee and public relations. We have noted also that some companies have invited other groups including press, engineers and opinion making leaders of the community.

Because of the importance of educating teachers and students in the job opportunities of industry and business in the community, we suggest that plant visitations by teachers and pupils should be arranged by the leading industries and other business establishments in each community of the state.

Such tours, if arranged by local Manufacturers Associations or Chambers of Commerce, could easily include several industries or businesses over a period of two or three days, especially if written data about each company's background, products, policies and job requirements was prepared and distributed in advance to teachers and students. By such preparation, teachers and students would be well informed of the companies' objectives in advance, and would therefore be in a position to gain full understanding in less time with fewer questions, thus making it possible to visit more companies in a given period.

Teachers and students in high schools and colleges know altogether too little about job opportunities which exist in their own communities and states and what specific types of training are most necessary to prepare for those opportunities. They also have meager knowledge of the practical working of our economy on the factory level. If you need assistance to help you bridge that "gap of ignorance" in your community, your Association can be helpful toward that end.

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EXPORT NEWS

By **RICHARD F. AMES**

Export Manager

ONE subject that is of vital importance and one which this column has from time to time devoted space to is the proposed establishment of an International Trade Organization under the United Nations. Over-all functions of the World Monetary Fund and the International Bank for Reconstruction and Development—arms of the Economic and Social Council of the United Nations—are generally known. The proposed International Trade Organization is to be another arm of that council devoted entirely to economic problems.

It will be recalled that the original draft of the Proposed Charter for ITO was written in 1945, was redrafted in London in the fall of 1946 by the eighteen nations involved, and is now or will be shortly the subject of further detailed discussions in Geneva. A further meeting is scheduled probably for next fall to develop a final draft which, of course, is subject to adoption by our Congress and the legislative branches of the other governments involved. The entire undertaking has been at the initiative of the U. S. Department of State and other executive branches of our Government.

When announcement was made in January that our Government desired to hear the views of individual indus-

trialists, trade groups and other interested parties, the Association's Foreign Trade Committee felt it absolutely necessary that manufacturers of Connecticut as a group express an opinion on the proposed ITO Charter. At the Foreign Trade Committee's February meeting in New Haven, Chairman Keeler appointed Mr. H. G. Farwell of Raybestos-Manhattan, Inc., Bridgeport, as chairman of a subcommittee to draw up an appropriate statement. On this subcommittee were: Mr. H. F. Beebe of New Haven, and Mr. E. B. Tracy, export manager of the American Brass Company, Waterbury. It was later enlarged to include Mr. H. W. French, vice president of the Bridgeport Hardware Manufacturing Company, Bridgeport, Mr. A. Bordes, export manager of the Bassick Company, Bridgeport, and the writer.

A final statement as approved by the Association is reproduced below. It was presented March 3rd in Boston before a regional governmental panel composed of Chairman Harry C. Hawkins, Minister-Counselor for Economic Affairs, American Embassy, London; Frank M. Shields, Chief, Commercial Policy Staff, Department of Commerce, and Commissioner Edgar B. Brossard, United States Tariff Commission.

PROPOSED CHARTER FOR AN INTERNATIONAL TRADE ORGANIZATION

STATEMENT OF

THE MANUFACTURERS ASSOCIATION OF CONNECTICUT, INC.

Presented by Richard F. Ames, Export Manager, M.A.C.
to the Regional Sub-Committee of the
Executive Committee on Economic Foreign Policy
Boston, Massachusetts, March 3, 1947

The Manufacturers Association of Connecticut through its International Trade Committee wishes to record its general support of the International Trade Organization which has been

proposed as the commercial establishment of the United Nations. We believe this stand to be wholly necessary. The commitment of our Government to support the principles of the United

Nations and foster its growth is not without the enthusiastic support of its citizens and no less than the preservation of the American way of life and the maintenance of world peace is at stake.

Because neither of these cited objectives, not to mention others which are hoped for by all peoples, can be fos-

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LITHOGRAPHIC DIVISION OF
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tered without increasing and unfettered world trade, we consider the implementation of the proposed International Trade Organization to be of paramount importance. Such an organization can now more effectively deal with the problems adversely affecting the development of world trade upon which many nations must rely for their economic existence than can nations acting individually in their own national interests.

The Manufacturers Association of Connecticut comprises a membership of 1,200 manufacturers producing a wide diversity of products which cater to all classes of trade from capital goods to consumer and luxury items—the great majority of these products finding a ready market in all world areas. Many of our manufacturers have been active in world trade for long periods of time and therefore are aware of the many instances of discrimination, control, restriction, tariff requirements, exchange difficulties, and other specific barriers to the orderly and maximum flow of goods internationally.

We therefore support the proposed Charter notwithstanding a strong objection to several of its major aspects and a more moderate disagreement with many of its other provisions, all of which cannot be discussed here. Moreover, we note that of the eighty-nine Articles comprising the present Charter redraft, seventy-four were agreed upon by the Preparatory Committee meeting in London last October. There were fifteen Articles upon which no agreement was reached. In such cases, the text appearing in the published draft is that of the original

article of the United States Suggested Charter. Generally speaking, however controversial these may be among the conferring nations, we are not inclined to single out these Articles as a group for discussion or disagreement.

It cannot be truly said that Connecticut manufacturers as a group favor a low-tariff policy. In fact there are among us some who believe that the U. S. Government has in many instances reduced tariff duties to critical levels and that further reduction might spell disaster for certain industries or companies within industries. For this reason it is felt that some comment on the Charter provisions dealing with this subject is necessary. It is not intended to amplify the foregoing, however, since individual company views have already been presented to our Government's Committee for Reciprocity Information at its recent hearings on the forthcoming and concurrently-scheduled Reciprocal Trade Agreement Negotiations.

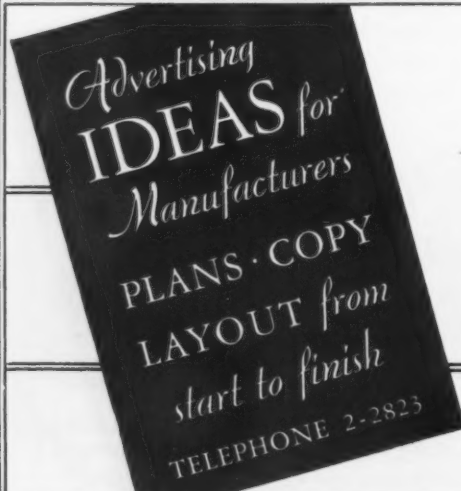
Apprehension exists over whether other Members may be in a position to override a U. S. rate of duty on a given commodity determined adequate and necessary by our Government after consultation with the industry concerned. Nevertheless, it is gratifying to note that the avowed operation of the international tariff-reduction program is to be on a *selected* basis; moreover that machinery is provided for appealing a tariff rate proved to be too low. We stoutly affirm that tariffs are free enterprise's means of justly regulating the international flow of goods. May the "enlightened" policy and its fulfillment be a judicious one for we are mindful to

obtain the reduction and elimination of other trade barriers, numerous U. S. tariff concessions will probably have to be made. We look now upon this as necessary, for exports must ultimately be paid for by imports, but under such a program whenever it is found that an industry of this country is being compromised, that industry must be able to seek and *obtain* relief in the form of a newly-determined adequate tariff rate.

In the matter of Restrictive Business Practices—otherwise termed cartel practices—we find that the charter draft adequately defines them and recognizes their sinister effects. Furthermore it provides what appears to be adequate machinery for detecting the existence of any cartel and reporting its operations to the Organization for appropriate action. These provisions of the Charter seem to be deficient only that they do not establish any positive means whereby the Members can be assured that those found to be engaged in restrictive practices will be prosecuted.

The Manufacturers Association of Connecticut makes no real distinction between private monopoly and those entered into by governments, however noble their cause may appear. Being unshaken in our faith in the free enterprise system, we see in the Inter-governmental Commodity arrangements—blessed by the Organization—a great danger—potential at least—to our national economy. Should private business in this country find itself pitted against a combine of governmental buying and selling agencies for very long, such a situation could easily gen-

(Continued on page 44)



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EMPLOYMENT NOTES

By JOHN P. AHERN

Executive Assistant

THE battered stepchild of the G. I. Bill appears to be on-the-job training which is provided for in title II of the bill. Much of the activity surrounding the entrance of veterans into this type of training has been attended by criticism, delaying red tape, and overstatement of the opportunities available. Looking for someone to accuse for the bogging down of the program is of no consequence. Everyone has a spoon in the pot and this includes employers, employees, and the agencies involved. For instance, shortly after V-J Day, employers were besieged by divers well-intentioned representatives of veterans agencies, all of them sincere but many poorly versed in the ways of industrial training. Although this condition has been rectified by a coordination of the activities of the agencies, there is a humorous side in the story of the call on a well-established machine tool company whose personnel director was blandly told his company should have an apprentice training program. The company had been operating one for forty-seven years.

Considerable adverse publicity to cause employers to shy away from the programs was generated by the public utterances of high veterans officials that the provisions of the bill enabled countless employers to use job training as a payroll subsidy. The employer was enabled to view himself objectively as being perhaps in the position of being publicly berated if he had instituted a program. If he didn't institute one, he might be held up as non-cooperative. No conscionable employer could afford to slip into this category. The result was uncertainty and delay on his part.

Another holdup in the program was in the apprentice training field where the standards set up by the state apprenticeship council impeded progress. Having no official status other than judging the merits of an apprentice

training program and certifying it, if adequate, to the Veterans Administration as such, this agency, nevertheless, elected to inject certain standards which some large employers considered extraneous. These employers were forced to secure approval of their programs directly from the Veterans Administration in Washington. This, no doubt, caused further delay and hesitancy in the acceptance of veterans training.

The hardest blow of all, however, was the confusion attendant upon the enactment of Public Law 679 by the 79th Congress. Congressman Stigler of Oklahoma had this to say on the floor of the House on February 19, 1947: "Following an urgent recommendation from the Administrator of Veterans' Affairs, the 79th Congress, in its closing days, hurriedly and unfortunately, in my judgment, enacted legislation amending this section of the bill. Not having the opportunity to hold hearings, which would have been most desirable, restrictive legislation was passed. A ceiling was placed on the combined earnings—that is, the Government allowance plus the wages paid by the employer—and the period of training was shortened. . . . In the

course of my investigation I talked to many individual employers—bankers, plant managers, garage owners, owners of retail establishments, and many others. I talked to literally hundreds of veterans, who were anxious to obtain this training. That the program is yet far from a success is clearly apparent."

The above would seem to be the opinion of official Washington. Yet, retention of the ceilings on subsistence allowances to veterans was urged by General Omar N. Bradley, Veterans Administrator, testifying before the House Committee on Veterans Affairs. General Bradley stated that if Congress does not provide some limit on these payments, he will be placed in a position of having the power to determine national policy through regulations of his agency.

"If the principle of the ceiling is repealed or too materially increased, I predict that employers will be subjected to great pressure to convert their production jobs into courses of training," he said. This pressure, he added, would in turn be exerted on State-approving agencies to influence them in authorizing a large number of new courses.

General Bradley told the Committee he believed Congress should determine how far the Veterans Administration should go in supplementing veterans' training wages. However, he warned that if payments are increased, Congress should also re-survey payments of other benefits, particularly the benefits now received by 2,186,000 disabled veterans. He pointed out that compensation for total combat disability is \$138 a month.

The Association has always taken the position that if a training program is a sound one, if there are adequate facilities for training, and if there is a

(Continued on page 44)

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ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

THE story of the progress of accounting in general and cost accounting in particular is, in part, a record of slow but sure development of the recognition of "patterns of behavior" of costs and expenses. Many items of cost and expense which in former years have been considered "uncontrollable" expenditures are now controlled and budgeted with a high degree of accuracy. The trend is still, as it always has been, toward wider application of the principles of control, and the emphasis at present is being placed upon the measurement and control of items such as distribution costs, and maintenance.

Maintenance costs, in most cases, rank among the major expenditures which go to make up manufacturing overhead, but for the most part such costs are not adequately planned and controlled.

Some of the problems in forecasting maintenance expenses are:

1. Divided responsibility for the origination of maintenance work as between the maintenance and pro-

duction foremen. The maintenance problem is beset with administrative difficulties.

2. The difficulty in establishing a basis for forecast, since maintenance cost does not necessarily fluctuate in proportion to the factors normally used as a means of measurement for other overhead expenditures, such factors as production volume, direct labor hours or dollars, etc.

3. The normal tendency to defer maintenance in periods of high productivity, so as not to interrupt operations.

It seems desirable that the responsibility for maintenance of departmental facilities should be placed squarely upon the shoulders of department foremen, since the maintenance foremen have little or no control over the usage of the facilities. Each department should be budgeted and charged for maintenance of its own facilities, thereby encouraging the foreman to exercise proper care of the facilities, and to see that all such maintenance is justified.

As to the establishment of a basis for planning maintenance expenditures, one approach would seem to be through an analysis of plant facilities into classes or types, followed by a study of the maintenance requirements of each type. In making such a study it would seem desirable to divide maintenance requirements into three classifications, as follows:

1. Regularly recurring cleaning, adjusting, etc.
2. Recurring replacements of structural parts of major units.
3. Major overhauls.

It would seem feasible to determine the frequency and extent of the three classifications of maintenance in relation to each of the classes or types of plant assets, and thereby establish a sound basis for planning of maintenance costs for the future.

Whatever the approach to the problem, however, there would seem to be little doubt that a detailed study of maintenance policy and its cost will bring to light many possibilities of savings and closer control of such expenditures for the future.

★ ★ ★

A CONTRIBUTION to thought on the problem of double taxation of corporate profits—as taxable income to corporations and as dividends to stockholders—is contained in "The Postwar Corporation Tax Structure," a study published by the Treasury Department.

Among the possible methods discussed to eliminate taxation of these profits at one of the two points, in whole or in part are:

1. Treating corporations in a somewhat similar manner as partnerships for tax purposes.
2. Establishing a tax credit for corporations on the basis of dividends distributed.
3. Considering corporate income taxes as withholding taxes for which stockholders would receive credit.

★ ★ ★

A SURVEY OF the National Industrial Conference Board points to the dangers inherent in a comparison of current profits with those of the war or pre-war period. That industry is free from the excess profits tax for the first time since 1939, and is operating at unprecedentedly high levels of production of civilian goods, tends to obscure the increasing extent to which business as a whole is dependent upon volume for profit. It is estimated that volume needed under current conditions to cover fixed expenses runs from 15% to 40% more than before 1941. There is a tendency among businessmen to feel that even a minor recession in volume will demonstrate the narrowness of margins being realized. The situation is aggravated by the present day inflexibility of costs—labor costs in terms of wage rates and productivity—and material costs because suppliers face the same conditions.

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FEDERAL LEGISLATION

By DANIEL B. BADGER

Attorney

NOT since 1933 have the eyes of the nation been turned with such interest and hope toward the work of Congress. In the past fourteen years the Government has made hundreds of new laws, and the majority has accepted the bad with the good, the extreme with the moderate, the unjust with the fair, because they remembered the hardships of the depression better than they could foresee the consequences of the laws and because the emergency of war seemed to justify any expedient. Now they realize that many mistakes were made, that our economic structure is out of balance. They feel, rightly or wrongly, that this condition is largely the result of ill-conceived legislation, and they wonder whether Congress will, or can, rectify the errors and restore the balance.

Labor Legislation

The legislators know that laws alone cannot establish good labor relations. But they also know that since 1935 the law, in promoting unionism, has not imposed enough responsibility on labor for the rights of others. Congress will not, therefore, deprive labor of the collective bargaining rights which it has acquired; it will only seek (1) to impose rules for the exercise of those rights—rules which were not thought necessary before the balance of power had shifted and (2) to subordinate the irresponsible power of labor organizations to the public interest. Three lines of approach are discernible in pending legislation:

1) *Restraint of Labor's Monopoly Power.* The chief targets here are the closed shop and industry-wide bargaining. These are the weapons by which unions can paralyze entire segments of the nation's economy to enforce their demands. But there is obvious reluctance, especially in the Senate, to tamper with such established practices,

for fear of provoking an outbreak of labor strife. A compromise is being sought whereby the abuses of monopoly can be curbed without outlawing them. Another form of monopoly power seems fairly certain to be prohibited, however, namely, the secondary boycott and the jurisdictional strike. Once a strike is used in issues not involving wages and conditions of work it becomes an instrument of coercion.

2) *New Machinery for Settling Disputes.* The legislators seem to believe that some new methods of adjudication can be devised for better settlement of disputes. Proposals here include a segregation of judicial and prosecuting functions of the NLRB, a Federal Mediation Board to take the place of the present Conciliation Service, and compulsory arbitration in cases affecting the public interest.

3) *Equalization of Bargaining Rights.* Freedom of speech for employers, the right to sue unions for breach of contract, and an obligation on the part of labor representatives to bargain collectively, are among the proposals in this category fairly certain to be adopted. A necessary corollary, not yet certain of adoption, is the loss of employee status under the Wagner Act by those who violate their contract of the law. Without this, an employer could not discharge employees who did not live up to their obligations.

Portal-to-Portal Measures

There has been little doubt since Congress convened that a law would be enacted to relieve industry of portal-to-portal liability. Both Senate and House agree on the immediate question of portal-to-portal pay—that is, would prohibit suits for non-productive activities not customarily counted as working time in computing wages. But the House would go further and eliminate all types of retroactive liabil-

ity, giving an employer the defense of reliance on administrative interpretations under any circumstances, and placing a one-year limitation period on suits for back wages. The Senate so far has not cared to set up protection against anything but strict portal-to-portal time claims and feels that a two-year period for bringing suits should be allowed. Constitutionality of any such law is in doubt, however, since it retroactively affects existing "claims," if not "rights."

Tax Cuts and the Budget

When the Legislative Budget Committee concluded that the President's budget could be cut by 6 billion, it was obviously impossible to make a thorough audit of proposed expenditures. It was no more than a statement of purpose, reflecting sentiment of the electorate that the paternalistic philosophy of government spending must be arrested. The House accepted the figure, not out of any logic as to facts and numbers but with the conviction that a firm statement of purpose would show a way to its achievement. The Senate, in reducing the cut to 4.5 billion, refused to tie its own hand until it could be shown how the larger cut could be made.

The 20% tax cut depends on the outcome of the budget battle. With 2.6 billion pledged for debt reduction by the Senate, only a portion of the promised tax relief can be achieved. And even then, political pressure for low bracket relief seems likely to modify Knutson's "across the board" plan, even though most wise people know it would produce more revenue.

Tariff Reduction

Senate Republican leaders, whose party is traditionally on the side of high protective tariffs, have agreed to a plan with the President which would permit negotiation of new tariff and trade agreements but would require inclusion of an "escape clause" in all agreements allowing either party to withdraw if the particular reduction were found to be working undue hardship on a domestic industry. The determination of "undue hardship" would be chiefly in the hands of the U. S. Tariff Commission. The President has issued an executive order giving effect to this plan, and it is believed that this compromise will head off further restrictive legislation, at least until after the trade conference.

PURCHASING NOTES

Contributed by the Purchasing Agents Association of
Connecticut, Inc., affiliated with the National
Association of Purchasing Agents.

Price Troubles Ahead

HOW far is the Federal Trade Commission preparing to go in forcing a uniform system of "f.o.b. mill" prices, even though told time and again such regulation would completely upset the accepted methods of doing business in many industries and result in serious economic dislocations?

The Commission's pet peeve, of course, has long been the *basing point delivered price*, even where such prices are figured from a relatively large

number of producing points (as in steel and the cement industry). But, its aim also goes one step further; it now wants to outlaw the *uniform delivered price system*, and these two steps, if taken together, would give practically all industry an f.o.b. mill pricing system.

To refresh your memory on the difference between the two price systems which are under attack:

A basing point delivered price is the sum of a selling price at a given point plus the cost of delivery therefrom to the buyer at his destination. There may be one or several basing points. The price does not neces-

sarily result in a uniform price for competing buyers, and it does not give a uniform net price to the mill. A uniform delivered price is an identical price for the same quantity of a commodity for all buyers in the same class and area, in the calculation of which a so-called "average" delivery cost for the area, region or zone is used. Under this system, competing buyers pay the same price—but the net price received by the seller differs because, in some instances, the delivery charge used is more than the actual transportation cost for a shipment (phantom freight), while, in other instances, the average delivery charge computed in the price does not cover the higher freight charge to an extreme point (freight absorption).

If you eliminate these two pricing practices from the industrial field, all you have left is f.o.b. mill pricing. FTC's actions from "Pittsburgh-plus" down to the National Lead case, which has not yet reached the courts, indicate a belief that the present laws can be interpreted to bar delivered prices in interstate commerce and, so, force the use of f.o.b. mill prices.

Under the Patman Act, all customers must be given the same price and terms on similar purchases, making only due allowance for difference in costs. Of course, that was aimed at large mass distributors such as chain stores and mail order houses. They had been receiving advertising allowances, brokerage allowances where they dispensed with the wholesalers' function, etc. Those so-called discounts or rebates were outlawed as being unfair discrimination.

That definition of unfair competition seems to be backing up on industrial price policies through an interpretation by FTC, that a *uniform net price to the seller* is the only price that prevents discrimination between and against customers. The claim seems to be that a freight charge or allowance can be just as discriminatory as an advertising allowance or a brokerage discount—and maybe they have something.

If a seller has to charge the actual cost of delivery in each individual transaction, that is f.o.b. pricing, regardless of how the Commission's experts serve it up. But, spelling actual cost of delivery backward gives you f.o.b. mill, and that's also in the law.

When it comes to SELLING in actual cases, industry holds the important price is the PRICE THE CUS-

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This point the Federal Trade Commission apparently is not willing to accept, as it does not make due allowance for differing delivery costs. That's at the bottom of the present controversy. And, even more important, that's what will cause serious trouble in industry a few years from now if FTC has its way in two present cases: the Cement Institute case and the National Lead case.

The issue in the Cement Institute Case is the *multiple basing point delivered price system* which, in the opinion of the FTC, is based on so much systematic freight absorption that it constitutes discrimination and is used as a price-fixing device.

This case goes beyond the two so-called "glucose" cases (Corn Products and Staley) because they involved only a single basing point. In the glucose cases, the Supreme Court knocked phantom freight out. The most important legal question involved in the cement case is the status of systematic freight absorption, as distinguished from charging phantom or imaginary freight.

There can be no doubt that the Supreme Court decision in the cement case will mark one of the most important keystones in the evolution of pricing practices.

In the National Lead case, which has not yet reached the Courts but is now before the Commission, FTC is challenging the legality of the uniform delivered price system by competing manufacturers of a class commodity on a zone basis.

FTC lawyers believe it is extremely difficult to prove "the absence of collusion" where several sellers make identical prices and some of them absorb freight charges in order to be able to compete with those who are selling in their own backyards.

Lawyers for industry claim that Congress and the Supreme Court never meant to outlaw a pricing system, as discriminatory, merely because it resulted in uniform prices for competing buyers.

As far as competing buyers are concerned, these lawyers say discrimination exists only if, conditions being equal, one gets a better price than the other. Said the Supreme Court in the Staley case: "A price discrimination is measured by the difference between the high price to one purchaser and the lower price to another."

That's why the business lawyers claim a uniform delivered price is not illegal under Section 2 (a) of the Clayton Act as amended by the Robinson-Patman Act, because such a price does not involve a difference in price to competing buyers. On the contrary, such a price is precisely the same price for the same quantity of the same commodity to all buyers in the same class and area. But it does not make due allowance for difference in cost as also provided for in the Patman Act.

Think for a minute what would happen, in case of obligatory f.o.b. mill pricing, to those companies in a position to compete successfully only because they can take advantage of present "processed in transit" rates.

Whether it be a flour mill in-transit which competes for export business, or a steel fabricator in Kansas, Oklahoma or Texas, wouldn't they both be out of luck if they had to pay for their production materials on an f.o.b. shipping point basis and then sell their own products likewise f.o.b. plant?

How could a small fabricator or processor anywhere hope to compete against the big ones, at basing points, whose prices now furnish an umbrella?

The result might be a trend toward concentration of fabricating facilities

at the big raw-material producing centers and this, in turn, could tend to drive up prices for the consumer. So, what begins as a big drive toward more price protection for small business and the consumer, might end up as just the opposite.

The consumer might not get the lowest possible price under that system. Each seller could hold his own price just low enough to keep the other fellow out of his backyard but also be sure to stay as high as competition will allow.

Even more important, however, the economy would lose many of the benefits of large production units. Take cement, as an example. As things are now in that industry, there is a great amount of competition between plants because they can successfully ship into each other's territory. What would happen if basing point delivered prices were to be outlawed? The individual plant could effectively eliminate outside competition by holding prices just below that of competitors. That, of course, would really amount to a monopoly position and it could result in higher prices and higher profit margins.

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BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

NEW postwar highs for both the Connecticut and national indices of general business activity were registered for the month of January. The Connecticut index advanced 5 percentage points to an estimated 52% above normal while the national index rose 7 points to plus 35%.

Contrary to seasonal expectations, a noticeable increase occurred in manufacturing employment during January which brought that index up to an estimated 46% above normal. The sharpest gains were recorded in the Hartford area. According to the U. S. Department of Labor, Connecticut led the New England States with an advance in manufacturing employment during the year 1946 of almost 80,000 workers or a rise of 23%. The average gain for the other five states was 9% as compared with the 13% increase for the entire Nation. These developments, however, should not overshadow the recent report by the State Department of Labor that a leveling-off in employment is imminent. The report, based on estimates of employers for future demands for workers, indicates that many Connecticut firms are approaching or have reached their maximum employment levels. Accompanying the drop in job openings is a gradual lessening in the number of job applications on file with the State Employment Offices which further strengthens the general feeling that a period of stabilized employment is approaching.

The January index of manhours worked in Connecticut factories climbed 8 percentage points to an estimated 69 per cent above normal. This activity typifies the growing tempo of production now in evidence in practically all lines of industry. Lower productivity per worker, a wartime phenomenon that carried over into peacetime, has been one of industry's greatest problems throughout the recon-

version period. Two independent surveys, one by the U. S. Bureau of Labor Statistics and one by the Wall Street Journal, report a gradual but steady increase in production per manhour worked, with present levels, in general, up to about prewar standards.

Export News

(Continued from page 38)

erate a nationalized economy within our own borders. Moreover, if such were not the case, the history of governmental monopoly itself has demonstrated fully that it is incapable of producing the beneficial results for which it is intended. We doubt that a working formula has now been developed.

Our first instinct then, would be to recommend to our Government that it refuse to be a party to any such arrangements, but it is realized that many of these arrangements and agreements already exist. It is probably better to define them carefully and establish limits outside of which they cannot operate. We note this is exactly what has been done. It remains then, in connection with the provisions which call for periodic review of each such governmental undertaking to more clearly prescribe that the Organization must press for their eventual termination.

Having presented the Association's viewpoint on the tariff question and thereafter critically analyzed those portions of the proposed charter which we feel to be incompatible with genuine American business philosophy, we hasten to restate our support of the overall undertaking. Furthermore, it might be well to mention that in keeping with this American philosophy we have taken cognizance of those portions which discuss full employment

and find that emphasis has been placed on full employment which is productive.

It is the belief of this Association that in addition to the matters already mentioned, the proposed Organization can do much to further International understanding and agreement by taking such action as may be possible to assure that international travel is made as easy as possible and that the requirements for such travel be uniform and not unduly onerous.

It is recognized that the present proposals are only the first steps toward the desired end, but the Association believes that the proposed International Trade Organization as an agency of the United Nations can go far toward finding a means of easing many of the annoyances and evils now encountered in our trading operations throughout the world. We look to our American Delegation to continue the splendid initiative already demonstrated in bringing the Organization up to this point.

Employment Notes

(Continued from page 39)

reasonable expectancy that the trainee will have a job at the completion of his educational term, then and then only should a program be embarked upon. Otherwise a disservice will be done to both the employer and the trainee who in the majority of cases is a veteran.

The Veterans Employment Service, charged by the G. I. Bill to prosecute the employment of veterans, has given its appraisal of the acceptance of the program in its report on Connecticut which is reproduced below.

"A number of employers believe they would do better by running their own training programs without a tie-up with the G. I. Bill training programs, as it appears that the new law will offer too many complications in connection with the amount of subsistence allowance granted trainees as well as the records, reports, inspections, overtime problems, etc."

The solution of the muddle may lie in a fresh start and a "return to fundamentals." These would be the maintenance of sound training practices with a bare minimum of interference from outside the plant. These would give the veteran the real opportunity he seeks and deserves.

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EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

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Russell Mfg Co The	Middletown
Automotive Parts	
Eis Manufacturing Co (Hydraulic and Mechanical)	Middletown
Automotive & Service Station Equipment	
Raybestos Div of Raybestos-Manhattan Inc The (brake service machinery)	Bridgeport
Scovill Manufacturing Company (Canned Oil Dispensers)	Waterbury 91
Automotive Tools	
Eis Manufacturing Company	Middletown
Bakelite Mouldings	
Waterbury Companies Inc	Waterbury
Watertown Mfg Co The	Watertown
Bakery Ovens	
American Machine & Foundry Co	New Haven
Balls	
Abbott Ball Co The (steel bearing and burnishing)	Hartford
Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum)	Hartford
Banks	
Hall Mfg Co (dime and combination)	Ansonia
Barrels	
Abbott Ball Co The (burnishing and tumbling)	Hartford
Hartford Steel Ball Co The (tumbling)	Hartford
Bathroom Accessories	
Autoyre Company The	Oakville
Charles Parker Co The	Meriden
Bath Tubs	
Dextone Company	New Haven
Bearings	
Fafnir Bearing Co (ball)	New Britain
New Departure Div of General Motors (ball)	Bristol
Norma-Hoffmann Bearings Corp (ball and roller)	Stamford
Belows	
Bridgeport Thermostat Company Inc (metallic)	Bridgeport
Belows Assemblies	
Bridgeport Thermostat Company Inc	Bridgeport
Belows Shaft Seal Assemblies	
Bridgeport Thermostat Company Inc	Bridgeport
Bells	
Bevin Brothers Mfg Co	East Hampton
Gong Bell Co The	East Hampton
Gaynor Electric Company Inc (and buzzers)	Bridgeport
N N Hill Brass Co The	East Hampton
Belt Fasteners	
Saling Manufacturing Company (patented self-aligning)	Unionville
Beltting	
Hartford Belting Co	Hartford
Russell Mfg Co The	Middletown
Thames Belting Co The	Norwich
Benches	
Charles Parker Co The (piano)	Meriden
Bends—Pipe or Tube	
National Pipe Bending Co The	160 River St New Haven
Bent Tubing	
American Tube Bending Co Inc	New Haven
Bicycle Coaster Brakes	
New Departure Div General Motors Corp	Bristol
Bicycle Sundries	
New Departure Div General Motors Corp	Bristol
Binders Board	
Colonial Board Company	Manchester
Biological Products	
Ernst Bischoff Company Inc	Ivoryton
Blackening Salts for Metals	
Mitchell-Bradford Chemical Co	Bridgeport
Blades	
Capewell Manufacturing Company Metal Saw Division (hack saw and band saw)	Hartford
Bleaching, Dyeing, Printing & Finishing	
United States Finishing Company The (textile fabrics)	Norwich
Uncas Finishing Corp	Mechanicsville
Blocks	
Howard Company (cupola fire clay)	New Haven
Blower Fans	
Colonial Blower Company	Hartford
Connecticut Blower Company	Hartford
Spencer Turbine Co The	Hartford
Blower Systems	
Colonial Blower Company	Hartford
Connecticut Blower Company	Hartford
L R Mfg Div of The Ripley Co	Torrington
Blueprints and Photostats	
Joseph Merritt & Co	Hartford
Boilers	
Bigelow Co The	New Haven
Petroleum Heat & Power Co (domestic only)	Stamford
Bolts & Nuts	
Blake & Johnson Co The (nuts, machine screws, bolts, stove)	Waterville
Clark Brothers Bolt Co	Middale
O K Tool Co Inc The (T-Slot)	33 Hull St Shelton
Bonderizing	
Clairglow Mfg Company	Portland
Leeds Electric and Mfg Co The	Hartford
Bouillon Cubes	
Maggi Co Inc (Maggi's)	New Milford
Box Board	
Lydall & Foulds Paper Co The	Manchester
National Folding Box Co	New Haven
New Haven Pulp & Board Co	New Haven
Robertson Paper Box Co	Montville
Robert Gair Co	Portland
Boxes	
Clairglow Mfg Company (metal)	Portland
Folding Boxes Incorporated (paper, folding)	Manchester
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes)	Durham
Robert Gair Co (corrugated and solid fibre shipping containers)	Portland
Boxes & Crates	
City Lumber Co of Bridgeport Inc	The Bridgeport
Boxes—Paper—Folding	
Atlantic Carton Corp	Norwich
Bridgeport Paper Box Co	Bridgeport
Carpenter-Hayes Paper Box Co Inc The	East Hampton
M S Dowd Carton Co	Hartford
National Folding Box Co (paper folding)	New Haven
New Haven Pulp & Board Co The	New Haven
Robertson Paper Box Co	Montville
Robert Gair Co	Portland
S Curtis & Son Inc	Sandy Hook
Warner Brothers Company The	Bridgeport
Boxes—Paper—Setup	
Bridgeport Paper Box Co	Bridgeport
Heminway Corporation The	Waterbury
Brake Cables	
Eis Manufacturing Co	Middletown
Brake Linings	
Colt's Patent Fire Arms Mfg Co	Hartford
Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial)	Bridgeport
Russell Mfg Co The	Middletown
Brake Service Parts	
Eis Manufacturing Co	Middletown
Brass and Bronze	
American Brass Co The (sheet, wire, rods, tubes)	Waterbury
Bristol Brass Corp The (sheet, wire, rods)	Bristol
Chase Brass & Copper Co	Waterbury
Miller Company The (phosphor bronze and brass in sheets, strips, rolls)	Meriden
Scovill Manufacturing Company	Waterbury 91
Thinsheet Metals Co The (sheets and rolls)	Waterbury
Brass & Bronze Ingot Metal	
Whipple and Choate Company The	Bridgeport (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Brass Goods
 Scovill Manufacturing Company (To Order) Waterbury 91
 Waterbury Companies Inc (to order) (small sheet metal parts) Waterbury
 Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Brass Mill Products
 Bridgeport Brass Co Bridgeport
 Chase Brass & Copper Co Waterbury
 Scovill Manufacturing Company Waterbury 91

Brass Stencils—Interchangeable
 Fletcher Terry Co The Box 415, Forestville

Brass Wall Plates
 Gaynor Electric Company Inc Bridgeport

Brick—Building
 Donnelly Brick Co The New Britain

Bricks—Fire
 Howard Company New Haven

Broaching
 American Standard Co Plantsville
 Hartford Special Machinery Co The Hartford

Brooms—Brushes
 Fuller Brush Co The Hartford

Buckles
 B Schwanda & Sons Staffordville
 G E Prentice Mfg Co The New Britain

Bushings
 Hatheway Mfg Co The (Dec Rings) Bridgeport

Buttons
 Hawie Mfg Co The Bridgeport
 John M Russell Mfg Co Inc Naugatuck
 Patent Button Co The Waterbury
 Shoe Hardware Div U S Rubber Company (footwear, clothing and strap) Waterbury
 Waterbury Companies Inc Waterbury

Buffing & Polishing Compositions
 Apothecaries Hall Co Waterbury
 Lea Mfg Co Waterbury

Buffing Wheels
 Williamsville Buff Mfg Co The Danielson

Buttons
 B Schwanda & Sons Staffordville
 Colt's Patent Fire Arms Mfg Co Hartford
 L C White Company The Waterbury
 Patent Button Co The Waterbury
 Scovill Manufacturing Company (Uniform and Tack Fasteners) Waterbury 91
 Waterbury Companies Inc Waterbury

Cabinets
 Charles Parker Co The (medicine) Meriden

Cabinet Work
 Hartford Builders Finish Co Hartford

Cages
 Andrew B Hendryx Co The (bird and animal) New Haven

Cams
 Hartford Special Machinery Co The Hartford
 Rowbottom Machine Company Inc Waterbury

Canvas Products
 F B Skiff Inc Hartford

Capacitors
 Electro Motive Mfg Co Inc The (mica & trimmer) Willimantic

Card Clothing
 Standard Card Clothing Co The (for textile mills) Stafford Springs

Carpets and Rugs
 Bigelow-Sanford Carpet Co Thompsonville

Carpet Lining
 Palmer Brothers Co New London

Casket Trimmings
 Bridgeport Casket Hardware Co The Bridgeport

Casters
 Bassick Company The (Industrial and General) Bridgeport

Casters—Industrial
 George P Clark Co Windsor Locks

Castings
 Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum) Meriden
 Charles Parker Co The (gray iron) Meriden
 Eastern Malleable Iron Company The (malleable iron, Z metal and alloy) Naugatuck
 Gillette-Vilber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock) New London
 John M Russell Mfg Co Inc (brass, bronze and aluminum) Naugatuck
 Malleable Iron Fittings Co (malleable iron and steel) Branford
 McLagon Foundry Co (gray iron) New Haven
 Newton-New Haven Co (zinc and aluminum) 688 Third Ave West Haven
 Philbrick-Rooth & Spencer Inc (grey iron) Hartford
 Scovill Manufacturing Company (Brass & Bronze) Waterbury 91
 Sessions Foundry Co The (gray iron) Bristol
 Union Mfg Co (gray iron) New Britain
 Waterbury Foundry Company The (highway & sash weights) Waterbury
 Wilcox Crittenden & Co Inc (gray iron and brass) Middletown

Castings—Permanent Mould
 Bradley & Hubbard Mfg Co The (zinc and aluminum) Meriden

Centrifugal Blower Wheels
 Torrington Manufacturing Co The Torrington

Chain
 John M Russell Mfg Co Inc Naugatuck

Chain—Welded and Weldless
 Bridgeport Chain & Mfg Co Bridgeport

Chain—Bead
 Bead Chain Mfg Co The Bridgeport

Chartered Coach Service
 Connecticut Company The (excursions a specialty) New Haven

Chemicals
 American Cynamid & Chemical Corp Waterbury
 Apothecaries Hall Co Waterbury
 Edcan Laboratories South Norwalk
 Macalaster Bicknell Company New Haven
 MacDermid Incorporated Waterbury

Cherries
 John Magee & Co Incorporated Saybrook

Chromium Plating
 Chromium Corp of America Waterbury
 Chromium Process Company The Shelton

Chucks
 Cushman Chuck Co The Hartford
 Union Mfg Co New Britain

Clay
 Howard Company (Fire Howard "B" and High Temperature Dry) New Haven

Cleansing Compounds
 MacDermid Incorporated Waterbury

Clocks
 Seth Thomas Clocks Thomaston
 United States Time Corporation The Waterbury

Clocks—Alarm
 Lux Clock Mfg Co The Waterbury
 New Haven Clock and Watch Co The (spring & electric) New Haven
 William L Gilbert Clock Corporation The Winsted

Clocks—Automatic Cooking
 Lux Clock Mfg Co The Waterbury

Clock Mechanisms
 Lux Clock Mfg Co The Waterbury

Clutch Facings
 Russell Mfg Co The Middletown

Clutch—Friction
 Raybestos Div of Raybestos-Manhattan Inc The (clutch facings—molded, woven, fabric, metallic) Bridgeport

Colls—Pipe or Tube
 National Pipe Bending Co The 160 River St New Haven

Colnmaster Products
 Hall Mfg Co Ansonia

Comfortables
 Palmer Brothers Co New London

Commercial Heat Treating
 A F Holden Company The 52 Richard St West Haven

Communication Equipment
 Airadio Incorporated (aircraft, marine, intra-facility) Stamford

Compressors
 Norwalk Company Inc (high pressure air and gas) South Norwalk

Concrete Products
 Plasticrete Corp Hamden

Condensers
 Airadio Incorporated (variable) Stamford

Cones
 Sonoco Products Co (Climax-Lowell Div) Mystic

Consulting Engineers
 Stanley P Rockwell Co Inc The (Consulting) 296 Homestead Ave Hartford

Contract Machining
 Malleable Iron Fittings Company Branford

Contract Manufacturers
 Greist Mfg Co The (metal parts and assemblies) 503 Blake St New Haven
 Merriam Mfg Co (production runs—metal boxes and containers to specifications) Durham
 Scovill Manufacturing Company (Metal Parts and Assemblies) Waterbury 91
 Waterbury Companies Inc Waterbury

Controllers
 Manning Maxwell & Moore Inc Bridgeport

Conveyor Systems
 Leeds Electric and Mfg Co The Hartford

Copper
 American Brass Co The (sheet, wire, rods tubes) Waterbury
 Bristol Brass Corp The (sheet) Bristol
 Chase Brass & Copper Co (sheet, rod, wire, tube) Waterbury
 Thinsheet Metals Co The (sheets and rolls) Waterbury

Copper Sheets
 New Haven Copper Co The Seymour

Copper Shingles
 New Haven Copper Co The Seymour

Copper Water Tube
 Bridgeport Brass Co Bridgeport

Cork Cots
 Sonoco Products Co (Climax-Lowell Div) Mystic

Corrugated Box Manufacturers
 Danbury Square Box Co The Danbury

Corrugated Shipping Cases
 Connecticut Corrugated Box Div Robert Gair Co Inc Portland

Counting Devices
 D L & D Container Corp 87 Shelton Ave New Haven

Cosmetic Containers
 Eyelet Specialty Co The Waterbury

Cosmetics
 J B Williams Co The Glastonbury

Cotton Warren Corporation
 Northam Warren Corporation Stamford

Cotton Batting & Jute Batting
 Palmer Brothers New London

Cotton Yarn
 Floyd Cranska Co The Moosup

Counting Devices
 Veeder-Root Inc Hartford

Cut Stone
 Dextone Co The New Haven

Cutters
 American Standard Co (special) Plantsville
 Barnes Tool Company The (pipe cutters, hand) New Haven

O K Tool Co Inc The (inserted tooth milling)
 33 Hull St Shelton

Standard Machinery Co The (rotary board, single and duplex)
 Mystic

Delayed Action Mechanism
 M H Rhodes Inc Hartford

Dental Gold Alloys
 R W Cramer Company Inc The Centerbrook

Dental Gold Alloys
 J M Ney Company The Hartford

Dictating Machines
 Dictaphone Corporation Bridgeport

Gray Manufacturing Company The
 Soundsciber Corporation The Hartford

Die & Tool Makers
 Parsons Tool Inc New Britain

Die Castings
 Newton-New Haven Co Inc 688 Third Ave West Haven

Die Casting Dies
 ABA Tool & Engineering Co Manchester
 Weimann Bros Mfg Co The Derby

Die Castings (Aluminum & Zinc)
 Corbin Cabinet Lock Div American Hardware Corp New Britain

Die-Heads—Self Opening
 Eastern Machine Screw Corp The Truman & Barclay Sts New Haven

Geometric Tool Co The
 New Haven

Dies
 American Standard Co Plantsville
 Hoggson & Pettis Mfg Co The 141 Brewery St New Haven

Parker Stamp Works Inc The (for plastics and die castings)
 Hartford

Dish Washing Machines
 Colt's Patent Fire Arms Mfg Co Hartford

Disk Harrows
 Orkil Inc—Cutaway Harrow Division Higganum

Door Closers
 P & F Corbin Division The American Hardware Corp New Britain

Vale & Towne Manufacturing Company The
 Stamford

Dowel Pins
 Allen Manufacturing Co The Hartford

Drafting Accessories
 Joseph Merritt & Co Hartford

Draperies
 Palmer Brothers Co New London

Drilling Machines
 Henry & Wright Manufacturing Company The (sensitive) Hartford

Drop Forgings
 Atwater Mfg Co Plantsville
 Blakeslee Forging Co The Plantsville
 Bridgeport Hdwe Mfg Corp The Bridgeport
 Capewell Mfg Company Hartford
 Wilcox Crittenden & Co Inc Middletown

Druggists' Rubber Sundries
 Goodvear Rubber Sundries Inc (Guardian "Plasti-Clear," baby pants, crib sheets & bibs, household aprons, raincoats, scarves & hoods, shower curtains, etc.) New Haven

Dust Collecting Systems
 Connecticut Blower Company Hartford

Edged Tools
 Collins Co The (axes and other edged tools) Collinsville

Elastic Webbing
 Russell Mfg Co The Middletown

Electric Appliances
 Sillex Co The 80 Pliny St Hartford (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Electric Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Circuit Breakers
Trumbull Electric Mfg Co The Plainville

Electric-Commutators & Segments
Cameron Elec Mfg Co The (rewinding motors) Ansonia

Electric Cord & Cord Sets
Accurate Insulated Wire Corp New Haven

Electric Cords
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Eye Control
United Cinephone Corporation Torrington

Electric Fixture Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Hand Irons
Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted

Electric Insulation
Case Brothers Inc Manchester
Rogers Corporation The Manchester

Electric Panel Boards
Federal Electric Products Co Inc Hartford

Electric Safety Switches
Trumbull Electric Mfg Co The Plainville

Electric Signs
Federal Electric Products Co Inc Hartford
Trumbull Electric Mfg Co The Plainville

Electric Time Controls
United Advertising Corp New Haven

Electric Timepieces
R W Cramer Company Inc The Centerbrook

Electric Wire
New Haven Clock and Watch Co The (automobile and alarm) New Haven

Electrical Circuit Breakers
Rockbestos Products Corp (asbestos insulated) New Haven

Electrical Conduit Fittings & Grounding Specialties
Federal Electric Products Co Inc Hartford
Gillette-Vilber Company The New London

Electrical Control Apparatus
Federal Electric Products Co Inc Hartford
Trumbull Electric Mfg Co The Plainville

Electrical Goods
A C Gilbert Co New Haven

Electrical Motors
U S Electrical Motors Inc Milford

Electrical Recorders
Bristol Co The Waterbury

Electrical Relays and Controls
Allied Control Co Plantsville

Electronic Equipment
Airadio Incorporated Stamford

Electronics
Arthur T Hatton & Company Hartford
Crystal Research Laboratories Inc Hartford
Gray Manufacturing Company The Hartford
United Cinephone Corporation Torrington

Electroplating
National Sherardizing & Machine Co Hartford

Electrotypes
Waterbury Plating Company Waterbury
Enthone Inc New Haven

Elevators
W T Barnum & Co Inc (all classes) New Haven

Enameling
Eastern Machinery Co The (passenger and freight) New Haven
General Elevator Service Co Hartford

Enameling and Finishing
Conn Metal Finishing Co Hamden
Leeds Electric and Mfg Co The (including wrinkle finishes) Hartford
Waterbury Plating Company Waterbury

Engines
Clairglow Mfg Co Portland

Extractions-Tap
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport

Envelopes
Curtis 1000 Inc Hartford
Plimpton Mfg Co Div U S Envelope Co Hartford

Eyelets
Walton Company The 94 Allyn St Hartford

Fasteners-Slide & Snap
Chromium Process Company The Shelton
L C White Company The Waterbury
Platt Bros & Co The P O Box 1030 Waterbury
Plume & Atwood Mfg Co The Waterbury
Scovill Manufacturing Company Waterbury 91
Waterbury Companies Inc Waterbury

Felt
Auburn Manufacturing Company The (mechanical, cut parts) Middletown

Felt-All Purpose
American Felt Co (Mills & Cutting Plant) Glenville

Ferrules
Waterbury Companies Inc Waterbury

Fibre Board
Case Brothers Inc Manchester
C H Norton Co The North Westchester
Rogers Corporation (Specialty) Manchester

File Cards
Standard Card Clothing Co The Stafford Springs

Film Spools
Watkins Manufacturing Co Inc Milford

Finger Nail Clippers
H C Cook Co The 32 Beaver St Ansonia

Firearms
Colt's Patent Fire Arms Mfg Co Hartford
Remington Arms Co Inc Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Fire Hose
Fabrics Fire Hose (municipal and industrial) Sandy Hook

Fireplace Goods
American Windshield & Specialty Co The 881 Boston Post Road Milford
John P Smith Co The (screens) 423-33 Chapel St New Haven
Rostand Mfg Co The Milford

Fireproof Floor Joists
Dextone Co The New Haven

Fireworks
M Backes' Sons Inc Wallingford

Fishing Tackle
Bevin-Wilcox Line Co The (lines) East Hampton

Flashlights
H C Cook Co The 32 Beaver St Ansonia
Horton Mfg Co The (reels, rods, lines) Bristol
Jim Harvey Div Local Industries Inc (nets, lures) Lakeville

Flashlights and Radio Batteries
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Flashlights and Radio Batteries
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Floor & Ceiling Plates
Beaton & Cadwell Mfg Co The New Britain
Gaynor Electric Company Inc Bridgeport

Fluorescent Lighting Equipment
Wiremold Company The Hartford

Forgings
Clark Brothers Bolt Co Milldale
Heppenstall Co (all kinds and shapes) Bridgeport

Foundries
Sessions Foundry Co The (iron) Bristol
Union Mfg Co (gray iron) New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown

Foundry Riddles
John P Smith Co The 423-33 Chapel St New Haven

Furnaces
Rolock Inc (brass, galvanized, steel) Southport

Furnace Linings
Home Heating Service Inc (warm air oil fired) South Norwalk

Furniture Pads
Mullite Refractories Co The Shelton

Gas Blocks
Gilman Brothers Company The Gilman

Galvanizing
Fonda Gage Company (Fonda lifetime-carbide and steel) Stamford

Galvanizing & Electrical Plating
Malleable Iron Fittings Co Branford
Wilcox Crittenden & Co Inc Middletown

Gaskets
Gillette-Vilber Co The New London

Gauges
American Standard Co Plantsville
Bristol Co The (pressure and vacuum—recording automatic control) Waterbury
Fonda Gage Company (special) Stamford
Helicoid Gage Division American Chain & Cable Co Inc Bridgeport
Manning Maxwell & Moore Inc Bridgeport

Gears-Reverse & Reduction for Motor Boats
Auburn Manufacturing Company The (from all materials) Middletown
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

Gears and Gear Cutting
Hartford Special Machinery Co The Hartford

General Plating
Chromium Process Co The (copper, nickel, chromium and cadmium plating) Derby

Glass and China
Rocknell Silver Co The (silver decorated) Meriden

Glass Blowing
Macalaster Bicknell Company New Haven

Glass Coffee Makers
Silex Co The 80 Pliny St Hartford

Glass Cutters
Fletcher Terry Co The Box 415 Forestville

Golf Equipment
Horton Mfg Co The (clubs, shafts, balls, bags) Bristol

Governors
Pickering Governor Co The (speed regulating, centrifugal, hydraulic) Portland

Greeting Cards
A D Steinback & Sons Inc New Haven

Grinding
Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) 19 Staples St Bridgeport

Grinding Machines
Hartford Special Machinery Co The (gears, threads, cams and splines) Hartford

Grommets
Rowbottom Machine Company Inc (cam) Waterbury

Hand Tools
Plume & Atwood Mfg Co The (brass and zinc) Waterbury

Hardware
Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) Bridgeport
James J Ryan Tool Works The (screw drivers, machinists' punches, cold chisels, scratch awls and nail sets) Southington
Peck Stow & Wilcox Co The (Bit braces, chisels, dividers, draw knives, hammers, pliers, squares, snips, wrenches) Southington

Hardware
Bassick Company The (Automotive) Bridgeport
Hall Mfg Co (bridge table) Ansonia
P & F Corbin Division The American Hardware Corp (Builders) New Britain
Wilcox, Crittenden & Co Inc (marine heavy and industrial) Middletown
Yale & Towne Manufacturing Company The (builders) Stamford

Hardware-Trailer Cabinet
Excelsior Hardware Co The Stamford

Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware Corp New Britain
J H Sessions & Son Bristol
Yale & Towne Manufacturing Company The Stamford

Hat Machinery
Doran Brothers Inc Danbury

Health, Surgical & Orthopedic Supports
Berger Brothers Company The (custom made for back, breast and abdomen) New Haven

Heat Treating
A F Holden Co The 52 Richard St West Haven
Bennett Metal Treating Co The Elmwood
1945 New Britain Ave Shelton
Driscoll Wire Company The
New Britain-Gridley Machine Division
The New Britain Machine Co New Britain
Stanley P Rockwell Co Inc The Hartford
296 Homestead Ave

Heat-Treating Equipment
A F Holden Company The 52 Richard Street West Haven (Main Plant) Oakville
Autoyre Company The
Stanley P Rockwell Co Inc The (commercial) Hartford
2996 Homestead Ave
Wallace Barnes Co The Div Associated Spring Corp Bristol

Heat Treating Salts and Compounds
A F Holden Company The 52 Richard Street West Haven
Mitchell-Bradford Chemical Co Bridgeport

Heating Apparatus
Miller Company The (domestic oil burners and heating devices) Meriden

Hex-Socket Screws
Allen Manufacturing Co The Hartford

Highway Guard Rail Hardware
Malleable Iron Fittings Co Branford

Hinges
Homer D Bronson Company Beacon Falls

Hobs and Hobbings
ABA Tool & Engineering Co Manchester (Advt.)

Electric Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Circuit Breakers
Trumbull Electric Mfg Co The Plainville

Electric-Commutators & Segments
Cameron Elec Mfg Co The (rewinding motors) Ansonia

Electric Cord & Cord Sets
Accurate Insulated Wire Corp New Haven

Electric Cords
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Eye Control
United Cinephone Corporation Torrington

Electric Fixture Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Hand Irons
Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted

Electric Insulation
Case Brothers Inc Manchester
Rogers Corporation The Manchester

Electric Panel Boards
Federal Electric Products Co Inc Hartford

Electric Safety Switches
Trumbull Electric Mfg Co The Plainville

Electric Signs
Federal Electric Products Co Inc Hartford
Trumbull Electric Mfg Co The Plainville

Electric Time Controls
United Advertising Corp New Haven

Electric Timepieces
R W Cramer Company Inc The Centerbrook

Electric Wire
New Haven Clock and Watch Co The (automobile and alarm) New Haven

Electrical Circuit Breakers
Rockbestos Products Corp (asbestos insulated) New Haven

Electrical Conduit Fittings & Grounding Specialties
Federal Electric Products Co Inc Hartford
Gillette-Vilber Company The New London

Electrical Control Apparatus
Federal Electric Products Co Inc Hartford
Trumbull Electric Mfg Co The Plainville

Electrical Goods
A C Gilbert Co New Haven

Electrical Motors
U S Electrical Motors Inc Milford

Electrical Recorders
Bristol Co The Waterbury

Electrical Relays and Controls
Allied Control Co Plantsville

Electronic Equipment
Airadio Incorporated Stamford

Electronics
Arthur T Hatton & Company Hartford
Crystal Research Laboratories Inc Hartford
Gray Manufacturing Company The Hartford
United Cinephone Corporation Torrington

Electroplating
National Sherardizing & Machine Co Hartford

Electrotypes
Waterbury Plating Company Waterbury
Enthone Inc New Haven

Elevators
W T Barnum & Co Inc (all classes) New Haven

Enameling
Eastern Machinery Co The (passenger and freight) New Haven
General Elevator Service Co Hartford

Enameling and Finishing
Conn Metal Finishing Co Hamden
Leeds Electric and Mfg Co The (including wrinkle finishes) Hartford
Waterbury Plating Company Waterbury

Engines
Clairglow Mfg Co Portland

Extractions-Tap
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport

Envelopes
Curtis 1000 Inc Hartford
Plimpton Mfg Co Div U S Envelope Co Hartford

Eyelets
Walton Company The 94 Allyn St Hartford

Fasteners-Slide & Snap
Chromium Process Company The Shelton
L C White Company The Waterbury
Platt Bros & Co The P O Box 1030 Waterbury
Plume & Atwood Mfg Co The Waterbury
Scovill Manufacturing Company Waterbury 91
Waterbury Companies Inc Waterbury

Felt
Auburn Manufacturing Company The (mechanical, cut parts) Middletown

Felt-All Purpose
American Felt Co (Mills & Cutting Plant) Glenville

Ferrules
Waterbury Companies Inc Waterbury

Fibre Board
Case Brothers Inc Manchester
C H Norton Co The North Westchester
Rogers Corporation (Specialty) Manchester

File Cards
Standard Card Clothing Co The Stafford Springs

Film Spools
Watkins Manufacturing Co Inc Milford

Finger Nail Clippers
H C Cook Co The 32 Beaver St Ansonia

Firearms
Colt's Patent Fire Arms Mfg Co Hartford
Remington Arms Co Inc Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Fire Hose
Fabrics Fire Hose (municipal and industrial) Sandy Hook

Fireplace Goods
American Windshield & Specialty Co The 881 Boston Post Road Milford
John P Smith Co The (screens) 423-33 Chapel St New Haven
Rostand Mfg Co The Milford

Fireproof Floor Joists
Dextone Co The New Haven

Fireworks
M Backes' Sons Inc Wallingford

Fishing Tackle
Bevin-Wilcox Line Co The (lines) East Hampton

Flashlights
H C Cook Co The 32 Beaver St Ansonia
Horton Mfg Co The (reels, rods, lines) Bristol
Jim Harvey Div Local Industries Inc (nets, lures) Lakeville

Flashlights and Radio Batteries
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Flashlights and Radio Batteries
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Floor & Ceiling Plates
Beaton & Cadwell Mfg Co The New Britain
Gaynor Electric Company Inc Bridgeport

Fluorescent Lighting Equipment
Wiremold Company The Hartford

Forgings
Clark Brothers Bolt Co Milldale
Heppenstall Co (all kinds and shapes) Bridgeport

Foundries
Sessions Foundry Co The (iron) Bristol
Union Mfg Co (gray iron) New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown

Foundry Riddles
John P Smith Co The 423-33 Chapel St New Haven

Furnaces
Rolock Inc (brass, galvanized, steel) Southport

Furnace Linings
Home Heating Service Inc (warm air oil fired) South Norwalk

Furniture Pads
Mullite Refractories Co The Shelton

Gas Blocks
Gilman Brothers Company The Gilman

Galvanizing
Fonda Gage Company (Fonda lifetime-carbide and steel) Stamford

Galvanizing & Electrical Plating
Malleable Iron Fittings Co Branford
Wilcox Crittenden & Co Inc Middletown

Gaskets
Gillette-Vilber Co The New London

Gauges
American Standard Co Plantsville
Bristol Co The (pressure and vacuum—recording automatic control) Waterbury
Fonda Gage Company (special) Stamford
Helicoid Gage Division American Chain & Cable Co Inc Bridgeport
Manning Maxwell & Moore Inc Bridgeport

Gears-Reverse & Reduction for Motor Boats
Auburn Manufacturing Company The (from all materials) Middletown
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

Gears and Gear Cutting
Hartford Special Machinery Co The Hartford

General Plating
Chromium Process Co The (copper, nickel, chromium and cadmium plating) Derby

Glass and China
Rocknell Silver Co The (silver decorated) Meriden

Glass Blowing
Macalaster Bicknell Company New Haven

Glass Coffee Makers
Silex Co The 80 Pliny St Hartford

Glass Cutters
Fletcher Terry Co The Box 415 Forestville

Golf Equipment
Horton Mfg Co The (clubs, shafts, balls, bags) Bristol

Governors
Pickering Governor Co The (speed regulating, centrifugal, hydraulic) Portland

Greeting Cards
A D Steinback & Sons Inc New Haven

Grinding
Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) 19 Staples St Bridgeport

Grinding Machines
Hartford Special Machinery Co The (gears, threads, cams and splines) Hartford

Grommets
Rowbottom Machine Company Inc (cam) Waterbury

Hand Tools
Plume & Atwood Mfg Co The (brass and zinc) Waterbury

Hardware
Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) Bridgeport
James J Ryan Tool Works The (screw drivers, machinists' punches, cold chisels, scratch awls and nail sets) Southington
Peck Stow & Wilcox Co The (Bit braces, chisels, dividers, draw knives, hammers, pliers, squares, snips, wrenches) Southington

Hardware
Bassick Company The (Automotive) Bridgeport
Hall Mfg Co (bridge table) Ansonia
P & F Corbin Division The American Hardware Corp (Builders) New Britain
Wilcox, Crittenden & Co Inc (marine heavy and industrial) Middletown
Yale & Towne Manufacturing Company The (builders) Stamford

Hardware-Trailer Cabinet
Excelsior Hardware Co The Stamford

Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware Corp New Britain
J H Sessions & Son Bristol
Yale & Towne Manufacturing Company The Stamford

Hat Machinery
Doran Brothers Inc Danbury

Health, Surgical & Orthopedic Supports
Berger Brothers Company The (custom made for back, breast and abdomen) New Haven

Heat Treating
A F Holden Co The 52 Richard St West Haven
Bennett Metal Treating Co The Elmwood
1945 New Britain Ave Shelton
Driscoll Wire Company The
New Britain-Gridley Machine Division
The New Britain Machine Co New Britain
Stanley P Rockwell Co Inc The Hartford
296 Homestead Ave

Heat-Treating Equipment
A F Holden Company The 52 Richard Street West Haven (Main Plant) Oakville
Autoyre Company The
Stanley P Rockwell Co Inc The (commercial) Hartford
2996 Homestead Ave
Wallace Barnes Co The Div Associated Spring Corp Bristol

Heat Treating Salts and Compounds
A F Holden Company The 52 Richard Street West Haven
Mitchell-Bradford Chemical Co Bridgeport

Heating Apparatus
Miller Company The (domestic oil burners and heating devices) Meriden

Hex-Socket Screws
Allen Manufacturing Co The Hartford

Highway Guard Rail Hardware
Malleable Iron Fittings Co Branford

Hinges
Homer D Bronson Company Beacon Falls

Hobs and Hobbings
ABA Tool & Engineering Co Manchester (Advt.)

Electric Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Circuit Breakers
Trumbull Electric Mfg Co The Plainville

Electric-Commutators & Segments
Cameron Elec Mfg Co The (rewinding motors) Ansonia

Electric Cord & Cord Sets
Accurate Insulated Wire Corp New Haven

Electric Cords
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Eye Control
United Cinephone Corporation Torrington

Electric Fixture Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Hand Irons
Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted

Electric Insulation
Case Brothers Inc Manchester
Rogers Corporation The Manchester

Electric Panel Boards
Federal Electric Products Co Inc Hartford

Electric Safety Switches
Trumbull Electric Mfg Co The Plainville

Electric Signs
Federal Electric Products Co Inc Hartford
Trumbull Electric Mfg Co The Plainville

Electric Time Controls
United Advertising Corp New Haven

Electric Timepieces
R W Cramer Company Inc The Centerbrook

Electric Wire
New Haven Clock and Watch Co The (automobile and alarm) New Haven

Electrical Circuit Breakers
Rockbestos Products Corp (asbestos insulated) New Haven

Electrical Conduit Fittings & Grounding Specialties
Federal Electric Products Co Inc Hartford
Gillette-Vilber Company The New London

Electrical Control Apparatus
Federal Electric Products Co Inc Hartford
Trumbull Electric Mfg Co The Plainville

Electrical Goods
A C Gilbert Co New Haven

Electrical Motors
U S Electrical Motors Inc Milford

Electrical Recorders
Bristol Co The Waterbury

Electrical Relays and Controls
Allied Control Co Plantsville

Electronic Equipment
Airadio Incorporated Stamford

Electronics
Arthur T Hatton & Company Hartford
Crystal Research Laboratories Inc Hartford
Gray Manufacturing Company The Hartford
United Cinephone Corporation Torrington

Electroplating
National Sherardizing & Machine Co Hartford

Electrotypes
Waterbury Plating Company Waterbury
Enthone Inc New Haven

Elevators
W T Barnum & Co Inc (all classes) New Haven

Enameling
Eastern Machinery Co The (passenger and freight) New Haven
General Elevator Service Co Hartford

Enameling and Finishing
Conn Metal Finishing Co Hamden
Leeds Electric and Mfg Co The (including wrinkle finishes) Hartford
Waterbury Plating Company Waterbury

Engines
Clairglow Mfg Co Portland

Extractions-Tap
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport

Envelopes
Curtis 1000 Inc Hartford
Plimpton Mfg Co Div U S Envelope Co Hartford

Eyelets
Walton Company The 94 Allyn St Hartford

Fasteners-Slide & Snap
Chromium Process Company The Shelton
L C White Company The Waterbury
Platt Bros & Co The P O Box 1030 Waterbury
Plume & Atwood Mfg Co The Waterbury
Scovill Manufacturing Company Waterbury 91
Waterbury Companies Inc Waterbury

Felt
Auburn Manufacturing Company The (mechanical, cut parts) Middletown

Felt-All Purpose
American Felt Co (Mills & Cutting Plant) Glenville

Ferrules
Waterbury Companies Inc Waterbury

Fibre Board
Case Brothers Inc Manchester
C H Norton Co The North Westchester
Rogers Corporation (Specialty) Manchester

File Cards
Standard Card Clothing Co The Stafford Springs

Film Spools
Watkins Manufacturing Co Inc Milford

Finger Nail Clippers
H C Cook Co The 32 Beaver St Ansonia

Firearms
Colt's Patent Fire Arms Mfg Co Hartford
Remington Arms Co Inc Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Fire Hose
Fabrics Fire Hose (municipal and industrial) Sandy Hook

Fireplace Goods
American Windshield & Specialty Co The 881 Boston Post Road Milford
John P Smith Co The (screens) 423-33 Chapel St New Haven
Rostand Mfg Co The Milford

Fireproof Floor Joists
Dextone Co The New Haven

Fireworks
M Backes' Sons Inc Wallingford

Fishing Tackle
Bevin-Wilcox Line Co The (lines) East Hampton

Flashlights
H C Cook Co The 32 Beaver St Ansonia
Horton Mfg Co The (reels, rods, lines) Bristol
Jim Harvey Div Local Industries Inc (nets, lures) Lakeville

Flashlights and Radio Batteries
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Flashlights and Radio Batteries
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Floor & Ceiling Plates
Beaton & Cadwell Mfg Co The New Britain
Gaynor Electric Company Inc Bridgeport

Fluorescent Lighting Equipment
Wiremold Company The Hartford

Forgings
Clark Brothers Bolt Co Milldale
Heppenstall Co (all kinds and shapes) Bridgeport

Foundries
Sessions Foundry Co The (iron) Bristol
Union Mfg Co (gray iron) New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown

Foundry Riddles
John P Smith Co The 423-33 Chapel St New Haven

Furnaces
Rolock Inc (brass, galvanized, steel) Southport

Furnace Linings
Home Heating Service Inc (warm air oil fired) South Norwalk

Furniture Pads
Mullite Refractories Co The Shelton

Gas Blocks
Gilman Brothers Company The Gilman

Galvanizing
Fonda Gage Company (Fonda lifetime-carbide and steel) Stamford

Galvanizing & Electrical Plating
Malleable Iron Fittings Co Branford
Wilcox Crittenden & Co Inc Middletown

Gaskets
Gillette-Vilber Co The New London

Gauges
American Standard Co Plantsville
Bristol Co The (pressure and vacuum—recording automatic control) Waterbury
Fonda Gage Company (special) Stamford
Helicoid Gage Division American Chain & Cable Co Inc Bridgeport
Manning Maxwell & Moore Inc Bridgeport

Gears-Reverse & Reduction for Motor Boats
Auburn Manufacturing Company The (from all materials) Middletown
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

Gears and Gear Cutting
Hartford Special Machinery Co The Hartford

General Plating
Chromium Process Co The (copper, nickel, chromium and cadmium plating) Derby

Glass and China
Rocknell Silver Co The (silver decorated) Meriden

Glass Blowing
Macalaster Bicknell Company New Haven

Glass Coffee Makers
Silex Co The 80 Pliny St Hartford

Glass Cutters
Fletcher Terry Co The Box 415 Forestville

Golf Equipment
Horton Mfg Co The (clubs, shafts, balls, bags) Bristol

Governors
Pickering Governor Co The (speed regulating, centrifugal, hydraulic) Portland

Greeting Cards
A D Steinback & Sons Inc New Haven

Grinding
Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) 19 Staples St Bridgeport

Grinding Machines
Hartford Special Machinery Co The (gears, threads, cams and splines) Hartford

Grommets
Rowbottom Machine Company Inc (cam) Waterbury

Hand Tools
Plume & Atwood Mfg Co The (brass and zinc) Waterbury

Hardware
Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) Bridgeport
James J Ryan Tool Works The (screw drivers, machinists' punches, cold chisels, scratch awls and nail sets) Southington
Peck Stow & Wilcox Co The (Bit braces, chisels, dividers, draw knives, hammers, pliers, squares, snips, wrenches) Southington

Hardware
Bassick Company The (Automotive) Bridgeport
Hall Mfg Co (bridge table) Ansonia
P & F Corbin Division The American Hardware Corp (Builders) New Britain
Wilcox, Crittenden & Co Inc (marine heavy and industrial) Middletown
Yale & Towne Manufacturing Company The (builders) Stamford

Hardware-Trailer Cabinet
Excelsior Hardware Co The Stamford

Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware Corp New Britain
J H Sessions & Son Bristol
Yale & Towne Manufacturing Company The Stamford

Hat Machinery
Doran Brothers Inc Danbury

Health, Surgical & Orthopedic Supports
Berger Brothers Company The (custom made for back, breast and abdomen) New Haven

Heat Treating
A F Holden Co The 52 Richard St West Haven
Bennett Metal Treating Co The Elmwood
1945 New Britain Ave Shelton
Driscoll Wire Company The
New Britain-Gridley Machine Division
The New Britain Machine Co New Britain
Stanley P Rockwell Co Inc The Hartford
296 Homestead Ave

Heat-Treating Equipment
A F Holden Company The 52 Richard Street West Haven (Main Plant) Oakville
Autoyre Company The
Stanley P Rockwell Co Inc The (commercial) Hartford
2996 Homestead Ave
Wallace Barnes Co The Div Associated Spring Corp Bristol

Heat Treating Salts and Compounds
A F Holden Company The 52 Richard Street West Haven
Mitchell-Bradford Chemical Co Bridgeport

Heating Apparatus
Miller Company The (domestic oil burners and heating devices) Meriden

Hex-Socket Screws
Allen Manufacturing Co The Hartford

Highway Guard Rail Hardware
Malleable Iron Fittings Co Branford

Hinges
Homer D Bronson Company Beacon Falls

Hobs and Hobbings
ABA Tool & Engineering Co Manchester (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Holists and Trolleys Union Mfg Company New Britain	Lithographing New Haven Printing Company The New Haven	Marine Engines Kilborn-Sauer Company (running lights and searchlights) Fairfield
Hose Supporter Trimmings Hawie Mfg Co The (So-Lo Grip Tabs) Bridgeport	Locks—Banks Yale & Towne Manufacturing Company The Stamford	Marine Equipment Rostand Mfg Co The (portlights, deck, cabin sailboat hardware) Milford
Hospital Signal Systems Connecticut Telephone & Electric Division of Great American Industries Inc Meriden	Locks—Builders P & F Corbin Division The American Hardware Corp New Britain	Marking Devices Hoggson & Pettis Mfg Co The New Haven
Hot Water Heaters Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford	Locks—Cabinet Corbin Cabinet Lock Div American Hardware Corp New Britain	Matrices W T Barnum & Co Inc New Haven
Hydraulic Brake Fluids Eis Manufacturing Co Middletown	Excelsior Hardware Co The Stamford	Mattresses Palmer Brothers Co New London
Industrial Finishes Zapon Div Atlas Powder Co Stamford	Yale & Towne Manufacturing Company The Stamford	Mechanical Assemblies—Small M H Rhodes Inc Hartford
Industrial and Marking Tapes Seamless Rubber Company The New Haven	Locks—Special Purpose Yale & Towne Manufacturing Company The Stamford	Mechanics Hand Tools Bridgeport Hdwe Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport
Infra-Red Equipment Leeds Electric and Mfg Co The Hartford	Locks—Suit-Case and Trimmings Corbin Cabinet Lock Div American Hardware Corp New Britain	Metal Cleaners Apothecaries Hall Co Waterbury
Insecticides American Cyanamid & Chemical Corp Waterbury	Excelsior Hardware Co The Stamford	Metal Cleaning Machines Colt's Patent Fire Arms Mfg Co Hartford
Insecticide Bomb Bridgeport Brass Company (Aer-a-sol) Bridgeport	Locks—Trunk Yale & Towne Manufacturing Company The Stamford	Metal Finishes Mitchell-Bradford Chemical Co Bridgeport
Insulated Wire Cords & Cable Kerite Insulated Wire & Cable Co Inc The Seymour	Excelsior Hardware Co The Stamford	Metal Finishing National Sherardizing & Machine Co Hartford
Instruments J-B-T Instruments Inc (Electrical and Temperature) New Haven	Locks—Zipper Excelsior Hardware Co The Stamford	Metal Goods Waterbury Companies Inc (to order) Waterbury
Insulation Gilman Brothers Co The Gilman	Loom—Non-Metallic Wiremold Company The Hartford	Metallizing Conn Metal Finishing Co Hamden
Insulating Refractories Mullite Refractories Co The Shelton	Luggage Fabric Falls Company The Norwich	Metal Novelties H C Cook Co The 32 Beaver St Ansonia
Inter-Communications Equipment Connecticut Telephone & Electric Division of Great American Industries Inc Meriden	Lumber & Millwork Products City Lumber Co of Bridgeport Inc Bridgeport	Metal Products State Welding Company The Hartford
Jacquard Case Brothers Inc Manchester	Machinery Fenn Manufacturing Company The (Special) Hartford	Metal Products—Stampings J H Sessions & Son Bristol
Japanning J H Sessions & Son Bristol	Hallden Machine Company The (mill) Thomaston	Order Scovill Manufacturing Company (Made-to-Order) Waterbury 91
Jib Borer Moore Special Tool Co (Moore) Bridgeport	Peck Stow & Wilcox Co The (Machines & tools for sheet metal fabrication—manually & power operated) Southington	Metal Specialties Excelsior Hardware Co The Stamford
Jig Boring American Standard Co Plantsville	Standard Machinery Co The (bookbinders) Mystic	Metal Stampings Autoyre Co The (Small) Oakville
Jig Grinder Moore Special Tool Co (Moore) Bridgeport	Torrington Manufacturing Co The (mill) Torrington	 DooVal Tool & Mfg Inc The Waterbury
Jigs and Fixtures American Standard Co Plantsville	Machinery Dealers & Rebuilders Botwinik Brothers New Haven	 Excelsior Hardware Co The Stamford
Jointing Raybestos Div of Raybestos-Manhattan Inc The (compressed sheet) Bridgeport	J L Lucas and Son Fairfield	 Greist Mfg Co The 503 Blake St New Haven
Key Blanks Corbin Cabinet Lock Div American Hardware Corp New Britain	Machinery Inc New Haven	 Hayes Metal Stampings Inc Hartford
Graham Mfg Co The Derby	Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport	 H C Cook Co The 32 Beaver St Ansonia
Yale & Towne Manufacturing Company The Stamford	Patent Button Company The Waterbury	 J A Otterbein Company The (metal fabrications) Middletown
Labels J & J Cash Inc (Woven) South Norwalk	Special Devices Inc (Special, new developments, engineering, design and construction) Berlin	 J H Sessions & Son Bristol
Label Moisteners Better Packages Ins Shelton	Machines—Automatic A H Nilson Mach Co The (Special) Bridgeport	 LaPointe Plascomold Corp The Unionville
Laboratory Equipment Eastern Engineering Co New Haven	Globe Tapping Machine Company (dial type drilling and tapping) Bridgeport	 Patent Button Co The Waterbury
Laboratory Supplies Macalaster Bicknell Company New Haven	Machines—Automatic Chucking New Britain-Gridley Machine Division The New Britain Machine Co (multiple spindle and double end) New Britain	 Plume & Atwood Mfg Co The (brass, copper and steel) Waterbury
Lacquers & Synthetic Enamels Zapon Div Atlas Powder Co Stamford	Machines—Automatic Screw New Britain-Gridley Machine Division The New Britain Machine Co (single and multiple spindle) New Britain	 Saling Manufacturing Company Unionville
Ladders A W Flint Co 196 Chapel St New Haven	Machines—Forming A H Nilson Mach Co The (four-slide wire and ribbon stock) Bridgeport	 Scovill Manufacturing Company Waterbury 91
Lamp Shades Verplex Company The Essex	Machines—Precision Boring New Britain-Gridley Machine Division The New Britain Machine Co New Britain	 Stanley Works The New Britain
Lamps Rostand Mfg Company The (brass, colonial style & brass candlesticks) Milford	Machine Work Fenn Manufacturing Company The (precision parts) Hartford	 Verplex Company The (Contract) Essex
Lathes Bullard Company The (vertical turret cutmaster and Mult-Au-Matic, vertical multi-spindle) Bridgeport	 Hartford Special Machinery Co The (contract work only) Hartford	Meters—Gas Sprague Meter Company Bridgeport
Leather Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury	 LaPointe Plascomold Corp The (precision en molds, tools, dies, etc.) Unionville	Microscope—Measuring Lundeberg Engineering Company Hartford
Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede) Bethel	 National Sherardizing & Machine Co (job) Hartford	Milk Bottle Carriers John P Smith Co The 423-33 Chapel St New Haven
Leather Goods Trimmings G E Prentice Mfg Co The New Britain	 Parker Stamp Works Inc The (Special) Hartford	Millboard Raybestos Div of Raybestos-Manhattan Inc The (asbestos) Bridgeport
Leather, Mechanical Auburn Manufacturing Company The (packings, cubs, washers, etc.) Middletown	 Torrington Manufacturing Co The (special rolling mill machinery) Torrington	Milling Machines Rowbottom Machine Company Inc (cam) Waterbury
Letterheads Lehman Brothers Inc (designers, engravers, lithographers) New Haven	Machines—Paper Ruling John McAdams & Sons Inc Norwalk	Mill Supplies Wilcox Crittenden & Co Inc Middletown
Lighting Equipment Miller Co The (Miller, Duplexalite, Ivanhoe) Meriden	Magnets Cinaudagraph Div The Indiana Steel Products Co Stamford	Millwork Hartford Builders Finish Co Hartford
Waterbury Companies Inc Waterbury	Mail Boxes, Apartment & Residential Corbin Cabinet Lock Div American Hardware Corp New Britain	Minute Minders Lux Clock Mfg Co The Waterbury
Lightning Protection Edward H Brown Hartford & New Haven	Mailing Machines Pitney-Bowes Inc Stamford	Mixing Equipment Eastern Engineering Co New Haven
	Manganese Bronze Ingot Whipple and Choate Company Bridgeport	Monuments Beij & Williams Co The Hartford
		Motor Switches Gaynor Electric Company Inc Bridgeport
		Moulded Plastic Products Colt's Patent Fire Arms Mfg Co Hartford
		Patent Button Co The Waterbury
		Waterbury Companies Inc Waterbury
		Watertown Mfg Co The 117 Echo Lake Road Watertown (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Mouldings
Himmel Brothers Co The (architectural, metal and store front) Hamden

Moulds
ABA Tool & Engineering Co Manchester
Hoggson & Pettis Mfg Co The (steel) 114 Brewery St New Haven
Lundeberg Engineering Company (plastic) Hartford

Parker Stamps Works Inc The (compression, injection & transfer for plastics) Hartford
Sessions Foundry Co The (heat resisting for non-ferrous metals) Bristol

Napper Clothing
Standard Card Clothing Co The (for textile mills) Stafford Springs

Nickel Anodes
Apothecaries Hall Co Waterbury
Seymour Mfg Co The Seymour

Nickel Silver
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury

Nickel Silver Ingot
Whipple and Choate Company The Bridgeport

Night Latches
P & F Corbin Division The American Hardware Corp New Britain
Yale & Towne Manufacturing Company The Stamford

Non-ferrous Metal Castings
Miller Company The Meriden

Nuts, Bolts and Washers
Clark Brothers Bolt Co Milldale

Office Equipment
Pitney-Bowes Inc Stamford
Underwood Corporation Bridgeport & Hartford

Offset Printing
New Haven Printing Company The New Haven

Oil Burners
Miller Company The (domestic) Meriden
Petroleum Heat & Power Co (domestic, commercial and industrial) Stamford

Sident Glow Oil Burner Corp The Hartford
1477 Park St

Oil Burner Wick
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

Oil Tanks
Norwalk Tank Co The (\$50 to 30 M gals., underwriters above and under ground) South Norwalk

Olives
John Magee & Co Incorporated Saybrook

Ovens
American Machine & Foundry Co New Haven

Package Sealers
Better Packages Inc Shelton

Packing
Auburn Manufacturing Company The (leather, rubber, asbestos, fibre) Middletown
Raybestos Div of Raybestos-Manhattan Inc The (rubber sheet and automotive) Bridgeport

Padlocks
Corbin Cabinet Lock Div American Hardware Corp New Britain
Yale & Towne Manufacturing Company The Stamford

Paints and Enamels
Staminit Corp The New Haven
Tredennick Paint Mfg Co The Meriden

Panta
Moore Special Tool Co (crush wheel dresser) Bridgeport

Paperboard
Connecticut Corrugated Box Div Robert Gair Co Inc Portland
New Haven Pulp & Board Co The New Haven

Paper Boxes
Atlantic Carton Corp (folding) Norwich
National Folding Box Co (folding) New Haven
New Haven Pulp & Board Co The New Haven
Robertson Paper Box Co (folding) Montville
Strouse Adler Co The New Haven

Paper Boxes—Folding and Setup
Bridgeport Paper Box Company Bridgeport
M Backes' Sons Inc Wallingford
Warner Brothers Company The Bridgeport

Paper Clips
H C Cook Co The (steel) 32 Beaver St Ansonia

Paper Tubes and Cores
Sonoco Products Co (Climax-Lowell Div) Mystic

Parallel Tubes
Sonoco Products Co (Climax-Lowell Div) Mystic

Parkerizing
Clairglow Mfg Company Portland

Passenger Transportation
Connecticut Company The (local, suburban and interurban) New Haven

Pet Furnishings
Andrew B Hendryx Co The New Haven

Pharmaceutical Specialties
Ernst Bischoff Company Inc Ivoryton

Phosphor Bronze
Miller Company The (sheets, strips, rolls) Meriden
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury

Phosphor Bronze Ingots
Whipple and Choate Company The Bridgeport

Photographic Equipment
Kalart Company Inc Stamford

Photo Reproduction
New Haven Printing Company The New Haven

Piano Repairs
Pratt Read & Co Inc (keys and action) Ivoryton

Piano Supplies
Pratt Read & Co (keys and actions, backs, plates) Ivoryton

Pickles
Goodman Brothers Meriden

Pin Up Lamps
Verplex Company The Essex

Pipe
American Brass Co The (brass and copper) Waterbury
Bridgeport Brass Co (brass & copper) Bridgeport

Chase Brass & Copper Co (red brass and copper) Waterbury
Crane Company (fabricated) Bridgeport
Howard Co (cement well and chimney) New Haven

Pipe Fittings
Corley Co Inc The (300# AAR) Plainville
Malleable Iron Fittings Co Branford

Pipe Plugs
Holo-Krome Screw Corporation The (counter-sunk) West Hartford

Plastic Buttons
Colt's Patent Fire Arms Mfg Co Hartford
Waterbury Companies Inc Waterbury

Plasticrete Bloc
Plasticrete Corp Hamden

Plastic—Moulders
Conn Plastics Waterbury
Geo S Scott Mfg Co The Wallingford
LaPointe Plasmold Corp The (custom work of compression type) Unionville

Watertown Mfg Co The Watertown
Waterbury Companies Co Waterbury

Plastics—Moulds & Dies
Parker Stamp Works Inc The (for plastics) Hartford

Platers
Christie Plating Co Groton
Patent Button Co The Waterbury
Plainville Electro Plating Co The Plainville
Waterbury Plating Company Waterbury

Platers—Chrome
Hartford Chrome Corporation The Hartford
Nutmeg Chrome Corporation Hartford
Plainville Electro Plating Co The Plainville

Platers' Equipment
Apothecaries Hall Company Waterbury
MacDermid Incorporated Waterbury

Plating
Conn Metal Finishing Co Hamden

Plumbers' Brass Goods
Bridgeport Brass Co Bridgeport
Keeney Mfg Co The (special bends) Bridgeport

Plumbing Specialties
Scovill Manufacturing Company Waterbury 48

Pole Line
John M Russell Mfg Co Inc Naugatuck

Polishing Wheels
Malleable Iron Fittings Co Branford

Poly Chokes
Williamsville Buff Mfg Co The Danielson

Poly Choke Company The (a shotgun choking device)
Poly Choke Company The (a shotgun choking device) Tariffville

Postage Meters
Pitney-Bowes Inc Stamford

Precious Metals
J M Ney Company The (for industry) Hartford

Prefabricated Buildings
City Lumber Co of Bridgeport Inc The Bridgeport

Preserves
Goodman Bros (and jellies) Meriden

Press Buttons
Gaynor Electric Company Inc Bridgeport

Presses
Henry & Wright Manufacturing Company The (automatic mechanical) Hartford
Standard Machinery Co The (plastic molding, embossing, and die cutting) Mystic

Press Papers
Case Brothers Inc Manchester

Pressure Vessels
Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk

Printing
Case Lockwood & Brainard Co The Hartford
Heminway Corporation The Waterbury
Hunter Press Hartford
New Haven Printing Company The New Haven

Taylor & Greenough Co The Hartford
T B Simonds Inc Hartford
Walker-Rackliff Company The New Haven

Printing Presses
Banthin Engineering Co (automatic) Bridgeport

Printing Rollers
Chambers-Storck Company Inc The (engraved) Norwich

Production Control Equipment
United Cinephone Corporation Torrington
Wassell Organization (Produc-Trol) Westport

Propellers—Aircraft
Hamilton Standard Propellers Div United Aircraft Corp East Hartford

Propeller Fan Blades
Torrington Manufacturing Co The Torrington

Pumps
Yale & Towne Manufacturing Company The (Tri-rotor) Stamford

Pumps—Small Industrial
Eastern Engineering Co New Haven

Punches
Hoggson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St New Haven

Putty Softeners—Electrical
Fletcher Terry Co The Box 415 Forestville

Pyrometers
Bristol Co The (recording and controlling) Waterbury

Quartz Crystals
Crystal Research Laboratories Inc Hartford

Radiation-Finned Copper
G & O Manufacturing Company The New Haven
Vulcan Radiator Co The (steel and copper) Hartford

Railroad Equipment
Rostand Mfg Co The (baggage racks and mirrors for passenger cars) Milford

Rayon Specialties
Hartford Rayon Corporation The Rocky Hill

Rayon Yarns
Hartford Rayon Corporation The Rocky Hill

Reamers
O K Tool Co Inc The (inserted tooth) 33 Hull St Shelton

Recorders
Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) Waterbury

Refractories
Howard Company New Haven

Regulators
Norwalk Valve Company (for gas and air) South Norwalk

Resistance Wire
C O Jelliff Mfg Co The (nickel, chromium, kanthal) Southport

Respirators
American Optical Company Safety Division Putnam

Retainers
Hartford Steel Ball Co The (bicycle & automotive) Hartford

Riveting Machines
Grant Mfg & Machine Co The Bridgeport
H P Townsend Manufacturing Co The Hartford

Rivets
L-R Mfg Div of The Ripley Co Torrington
Raybestos Div of Raybestos-Manhattan Inc The (brake service equipment) Bridgeport

Rivets
Blake & Johnson Co The (brass, copper and non-ferrous) Waterville
Clark Brothers Bolt Co Milldale
Chromium Process Company The Shelton
Connecticut Manufacturing Company The Waterbury

J H Session & Sons Bristol
Plume & Atwood Mfg Co The (brass and copper) Waterbury

Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) Bridgeport

Raybestos Div of Raybestos-Manhattan Inc The (iron) Bridgeport (Advt.)

IT'S MADE IN CONNECTICUT

Rods			Seasoning			Springs—Furniture		
Bristol Brass Corp The (brass and bronze)		Bristol	Maggi Co Inc (Maggi's)		New Milford	Owen Silent Spring Co Inc		Bridgeport
Scovill Manufacturing Company (Brass and Bronze)		Waterbury 91	Sewing Machines			Springs—Wire		
Roller Skates			Greist Mfg Co The (Sewing machine attachments)		503 Blake St New Haven	Colonial Spring Corporation The		Hartford
Winchester Repeating Arms Company Division		New Haven	Morrow Machine Co The (Industrial)		Hartford	Connecticut Spring Corporation The (compression, extension, torsion)		Hartford
Olin Industries Inc		New Haven	Singer Manufacturing Company The (Industrial)		Bridgeport	D R Templeman Co (jewelry)		Plainville
Rubber Chemicals			Shaving Soaps			J W Bernston Company (Coil and Torsion)		Plainville
Stamford Rubber Supply Co The ("Factice")		Stamford	J B Williams Co The		Glastonbury	New England Spring Mfg Co		Unionville
Vulcanized Vegetable Oils)		Stamford	Shears			Wallace Barnes Co The Div Associated Spring Corp		Bristol
Rubberized Fabrics			Acme Shear Co The (household)		Bridgeport	Springs, Wire & Flat		
Duro-Gloss Rubber Co The		New Haven	Sheet Metal Products			Autoyre Company The		Oakville
Goodyear Rubber Co The		Middletown	American Brass Co The (brass and copper)		Waterbury	Stair Pads		
United States Rubber Prod Inc (Keds, Keettes, Gaytees, U S Royal Footwear)		Naugatuck	Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays)		Durham	Palmer Brothers Company		New London
Rubber Gloves			United Advertising Corp Manufacturing Division (Job and Production Runs)		New Haven	Stamps		
Seamless Rubber Company The		New Haven	Waterbury Companies Inc		Waterbury	Hoggson & Pettis Mfg Co The (steel)		New Haven
Rubber Products, Mechanical			Sheet Metal Stampings			141 Brewery St		New Haven
Auburn Manufacturing Company The (washers, gaskets, molded parts)		Middletown	American Buckle Co The		West Haven	Parker Stamp Works Inc The (steel & rubber)		Hartford
Rubbish Burners			DooVal Tool & Mfg Inc The		Waterbury	Stampings		
John P Smith Co The		423-33 Chapel St New Haven	Hall Mfg Co		Ansonia	DooVal Tool & Mfg Inc The		Waterbury
Safety Clothing			J H Sessions & Son		Bristol	Han-Dee Spring and Manufacturing Co The (Small)		Hartford
American Optical Company Safety Division		Putnam	Patent Button Co The		Waterbury	Stampings—Small		
Safety Fuses			Waterbury Companies Inc		Waterbury	Greist Manufacturing Co The		New Haven
Ensign-Bickford Co The (mining & detonating)		Simsbury	Shipment Sealers			L C White Company The		Waterbury
Safety Gloves and Mittens			Better Packages Inc		Shelton	Rogers Corporation (Fibre Cellulose Paper)		Manchester
American Optical Company Safety Division		Putnam	Showcase Lighting Equipment			Scovill Manufacturing Company		Waterbury 91
Safety Goggles			Wiremold Company The		Hartford	Wallace Barnes Co The Div Associated Spring Corp		Bristol
American Optical Company Safety Division		Putnam	Shower Stalls			Waterbury Companies Inc		Waterbury
Sandblasting			Dextone Company		New Haven	Steel		
Beij & Williams Co The		Hartford	Signals			Stanley Works The (hot and cold rolled strip)		New Britain
Saw Blades			H C Cook Co The (for card files)		Ansonia	Steel Castings		
Capewell Mfg Co The (Hack Saw, Band Saw)		Hartford	32 Beaver St		Ansonia	Hartford Electric Steel Co The (carbon and alloy steel)		540 Flatbush Ave Hartford
Saws, Band, Metal Cutting			Cheney Brothers		South Manchester	Malleable Iron Fittings Co		Branford
Atlantic Saw Mfg Co		New Haven	Sizing and Finishing Compounds			Nutmeg Crucible Steel Co		Branford
Scales—Industrial Dial			American Cyanamid & Chemical Corp		Waterbury	Steel—Cold Rolled Spring		
Kron Company The		Bridgeport	Slide Fasteners			Wallace Barnes Co The Div Associated Spring Corp		Bristol
Acme Shear Company The		Bridgeport	Shoe Hardware Div U S Rubber Company		Waterbury	Steel—Cold Rolled Stainless		
Screw Caps			Kwik zippers)		Waterbury	Wallingford Steel Company		Wallingford
Weimann Bros Mfg Co The (small for bottles)		Derby	Smoke Stacks			Steel—Cold Rolled Strip and Sheets		
Screws			Bigelow Company The (steel)		New Haven	Wallingford Steel Company		Wallingford
Atlantic Screw Work (wood)		Hartford	Soap			Steel Goods		
Blake & Johnson Co The (machine and wood)		Waterville	J B Williams Co The (industrial soaps, toilet soaps, shaving soaps)		Glastonbury	Merriam Mfg Co (sheets products to order)		Durham
Charles Parker Co The (wood)		Meriden	Solder—Soft			Waterbury Companies Inc		Waterbury
Chromium Process Company The		Shelton	Torrey S Crane Company		Plantsville	Steel—Magnetic		
Clark Brothers Bolt Co		Milldale	Special Machinery			Cinaudagraph Div The Indiana Steel Products Co (Permanent)		Stamford
Connecticut Mfg Co The (machine)		Waterbury	Boesch Mfg Co Inc (designed and built)		Danbury	Steel Strapping		
Corbin Screw Div American Hardware Corp		New Britain	Henry & Wright Manufacturing Company The		Hartford	Stanley Works The		New Britain
Holo-Krome Screw Corporation The (socket set and socket cap)		West Hartford	H P Townsend Mfg Company The		Hartford	Steel—Structural		
Scovill Manufacturing Company		Waterbury 91	Lundberg Engineering Company		Hartford	Berlin Construction Co Inc The (fabricated)		Berlin
Screw Machines			National Sherardizing & Machine Co (mandrels & stock shells for rubber industry)		Hartford	Stereotypes		
H P Townsend Mfg Company The		Hartford	Special Parts			W T Barnum & Co Inc		New Haven
Screw Machine Accessories			Greist Mfg Co The (small machines, especially precision stampings)		New Haven	Stop Clocks, Electric		
Barnaby Manufacturing and Tool Company		Bridgeport	Special Industrial Locking Devices			H C Thompson Clock Co The		Bristol
Screw Machine Products			Corbin Cabinet Lock Div American Hardware Corp		New Britain	Straps, Leather		
Apex Tool Co Inc The		Bridgeport	Special Tools & Dies			Auburn Manufacturing Company The (textile, industrial, skate, carriage)		Middletown
Blake & Johnson Co The		Waterville	Lundberg Engineering Company		Hartford	Studio Couches		
Bristol Screw Corporation		Plainville	Spinnings			Waterbury Mattress Co		Waterbury
Centerless Grinding Co Inc The (Heat treated and ground type only)		Bridgeport	Gray Manufacturing Company The		Hartford	Super Refractories		
19 Staples Street		Bridgeport	Sponge Rubber			Mullite Refractories Co The		Shelton
Connecticut Manufacturing Company The		Waterbury	Sponge Rubber Products Co The		Shelton	Surface Metal Raceways & Fittings		
Corbin Screw Div American Hardware Corp		New Britain	Spreads			Wiremold Company The		Hartford
Dada & Goodwin Mfg Co		Woodbury	Palmer Brothers Company		New London	Surgical Dressings		
Eastern Machine Screw Corp The		New Haven	Spring Coiling Machines			Acme Cotton Products Co Inc		East Killingly
Truman & Barclay Sts		New Haven	Torrington Manufacturing Co The		Torrington	Seamless Rubber Company The		New Haven
Greist Mfg Co The (Up to 1½" capacity)		New Haven	Spring Units			Surgical Rubber Goods		
Humason Mfg Co The		Forestville	Owen Silent Spring Co Inc (mattresses and furniture)		Bridgeport	Seamless Rubber Company The		New Haven
Lowe Mfg Co The		Wethersfield	Spring Washers			Switchboards Wire and Cables		
Nelson's Screw Machine Products		Plantsville	Wallace Barnes Co The Div Associated Spring Corp		Bristol	Rockbestos Products Corp (asbestos insulated)		New Haven
New Britain Machine Company The		New Britain	Springs—Coil & Flat			Synchronous Motors		
Olson Brothers Company (up to ¾" capacity)		Plainville	Han-Dee Spring and Manufacturing Co The (Coil and Flat)		Hartford	R W Cramer Company Inc The		Centerbrook
Peck Spring Co The		Plainville	Humason Mfg Co The		Forestville	Tanks		
Plume & Atwood Mfg Co The		Waterbury	Peck Spring Co The		Plainville	Bigelow Company The (steel)		New Haven
Scovill Manufacturing Company		Waterbury 91	Wallace Barnes Co The Div Associated Spring Corp		Bristol	Storts Welding Company (steel and alloy)		Meriden
Wallace Metal Products Co Inc		New Haven	Springs—Flat			Tape		
Watkins Manufacturing Co Inc		Milford	Wallace Barnes Co The Div Associated Spring Corp		Bristol	Russell Mfg Co The		Middletown
Waterbury Machine Tools & Products Co (B & S & Swiss type automatic)		Waterbury	Tap Extractors			Walton Co The		94 Allyn St Hartford (Advt.)
Screw Machine Tools			Sealing Tape Machines					
Somma Tool Co (precision circular form tools)		Waterbury	Better Packages Inc		Shelton			

I T ' S M A D E I N C O N N E C T I C U T

Taps, Collapsing

Geometric Tool Co The New Haven

Tarred Lines

Brownell & Co Inc Moodus

Tea

Upham Food Products Inc package and tea balls Hawleyville

Telemetering Instruments

Bristol Co The Waterbury

Textile Machinery

Merrrow Machine Co The 2814 Laurel St Hartford

Textile Mill Supplies

Ernst Bischoff Company Inc Ivoryton

Textile Processors

American Dyeing Corporation (rayon, acetate) Rockville

Aspinook Corp The (cotton) Jewett City

Therapeutic Equipment

Airadio Incorporated Stamford

Thermometers

Bristol Co The (recording and automatic control) Waterbury

Manning Maxwell & Moore Inc Bridgeport

Thermostats

Bridgeport Thermostat Company Inc (automatic) Bridgeport

Thin Gauge Metals

Thinsheet Metals Co The (plain or tinned in rolls) Waterbury

Thread

American Thread Co The Willimantic

Gardiner Hall Jr Co The (cotton sewing) South Willington

Lloyd E. Cone Thread Co The (industrial cotton sewing) Moodus

Max Pollack & Co Inc Groton and Willimantic

Wm Johl Manufacturing Co Mystic

Threading Machines

Grant Mfg & Machine Co The (double and automatic) Bridgeport

Time Recorders

Stromberg Time Corp Thomaston

Timers, Interval

H C Thompson Clock Co The Bristol

R W Cramer Company Inc The Centerbrook

Timing Devices

R W Cramer Company Inc The Centerbrook

Seth Thomas Clocks Thomaston

United States Time Corporation The Waterbury

Timing Devices & Time Switches

M H Rhodes Inc Hartford

Tinning

Thinsheet Metals Co The (non-ferrous metals in rolls) Waterbury

Wilcox Crittenden & Co Inc Middletown

Tool Designing

American Standard Co Plantsville

Tools

Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St New Haven

O K Tool Co Inc The (inserted tooth metal cutting) 33 Hull St Shelton

Tools & Dies

Moore Special Tool Co Bridgeport

Tools, Dies & Fixtures

Fonda Gage Company (also jigs) Stamford

Greist Mfg Co The New Haven

Parker Stamp Works Inc The (special) Hartford

Tools, Hand & Mechanical

Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties) Bridgeport

Toys

A C Gilbert Company New Haven

Geo S Scott Mfg Co The Wallingford

Gong Bell Co The East Hampton

N N Hill Brass Co The East Hampton

Waterbury Companies Inc Waterbury

Trucks—Industrial

George P Clark Co Windsor Locks

State Welding Company The Hartford

Trucks—Lift

Excelsior Hardware Co The Stamford

George P Clark Co Windsor Locks

Trucks—Skid Platforms

Excelsior Hardware Co The (lift) Stamford

Tube Bending

American Tube Bending Co Inc New Haven

Tube Clips

H C Cook Co The (for collapsible tubes) 32 Beaver St Ansonia

Weimann Bros Mfg Co The (for collapsible tubes) Derby

Tubing

American Brass Co The (brass and copper) Waterbury

Scovill Manufacturing Company (Brass and Copper) Waterbury 91

Tubing—Heat Exchanger

Scovill Manufacturing Company Waterbury 91

Typewriters

Royal Typewriter Co Inc Hartford

Underwood Corporation Hartford

Typewriters—Portable

Underwood Corporation Hartford

Typewriter Ribbons and Supplies

Underwood Corporation Hartford and Bridgeport

Underclearer Rolls

Sonoco Products Co (Climax-Lowell Div) Mystic

Union Pipe Fittings

Corley Co Inc The (300# AAR) Plainville

Upholstery Fabrics—Woolen & Worsted

Broad Brook Company (automobile, airplane, railroad) Broad Brook

Vacuum Bottles and Containers

American Thermos Bottle Co Norwich

Vacuum Cleaners

Spencer Turbine Co The Hartford

Valves

Norwalk Valve Company (sensitive check valves) South Norwalk

Valves—Automatic Air

Beaton & Cadwell Mfg Co New Britain

Valves—Automobile Tire

Bridgeport Brass Company Bridgeport

Valves—Radiator Air

Bridgeport Brass Company Bridgeport

Valves—Relief & Control

Beaton & Cadwell Mfg Co New Britain

Valves—Safety & Relief

Manning Maxwell & Moore Inc Bridgeport

Varnishes

Staminit Corp The New Haven

Velvets

Leisa Velvet Mfg Co Inc The Willimantic

Velvet Textile Corporation The (velveteen) West Haven

Ventilating Systems

Colonial Blower Company Hartford

Connecticut Blower Company Hartford

Vibrators—Pneumatic

New Haven Vibrator Company (industrial) New Haven

Vises

Charles Parker Co The Meriden

Fenn Manufacturing Company The (Quick-Action Vises) Hartford

Washers

American Felt Co (felt) Glenville

Auburn Manufacturing Company The (all materials) Middletown

Blake & Johnson The (brass, copper & non-ferrous) Waterbury

Clark Brothers Bolt Co Middale

J H Sessions & Son Bristol

Plume & Atwood Mfg Co The (brass & copper) Waterbury

Raybestos Div of Raybestos-Manhattan Inc The (clutch washers) Bridgeport

Saling Manufacturing Company (made to order) Unionville

Sessions Foundry Co The (cast iron) Bristol

Watches

Benrus Watch Co 30 Cherry St Waterbury

New Haven Clock and Watch Co The (pocket & wrist) New Haven

United States Time Corporation The Waterbury

Waterproof Dressings for Leather

Viscol Company The Stamford

Wedges

Saling Manufacturing Company (hammer & axe) Unionville

Welding

G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven

Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) Hartford

Porcupine Company The Bridgeport

State Welding Company The Hartford

Welding—Lead

Storts Welding Company (tanks and fabrication) Meriden

Welding Rods

Bristol Brass Co The (brass & bronze) Bristol

Wheels

Hall Mfg Co Ansonia

Wheels—Industrial

George P Clark Co Windsor Locks

Wicks

Auburn Manufacturing Company The (felt, asbestos) Middletown

Raybestos Div of Raybestos-Manhattan Inc The (oil burner wicks) Bridgeport

Russell Mfg Co The Middletown

Wire

Atlantic Wire Co The (steel) Branford

Bartlett Hair Spring Wire Co The (Hair Spring) North Haven

Bristol Brass Corp The (brass & bronze) Bristol

Driscoll Wire Co The (steel) Shelton

Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted

Platt Bros & Co The (zinc wire) Waterbury

P O Box 1030 Rockbestos Products Corp (asbestos insulated) New Haven

Scovill Manufacturing Company Brass, Bronze and Nickel Silver) Waterbury 91

Wire Arches and Trellis

John P Smith Co The 423-33 Chapel St New Haven

Wire Baskets

Rolock Inc (for acid, heat, degreasing) Fairfield

Wire Cable

Bevin-Wilcox Line Co The (braided) East Hampton

Wire Cloth

C O Jelliff Mfg Co The (all metals, all meshes) Southport

John P Smith Co The 423-33 Chapel St New Haven

Rolock Incorporated Fairfield

Wire Drawing Dies

Waterbury Wire Die Co The Waterbury

Wire Dipping Baskets

John P Smith Co The 423-33 Chapel St New Haven

Wire—Enameled Magnet

Sweet Wire Co Winsted

Wire Formings

Autoyre Co The Oakville

Verplex Company The Essex

Wire Forms

Colonial Spring Corporation The Hartford

Connecticut Spring Corporation The Hartford

Humason Mfg Co The Forestville

New England Spring Mfg Co Unionville

Wallace Barnes Co The Div Associated Spring Corp Bristol

Wire Goods

American Buckle Co The (overall trimmings) West Haven

Patent Button Co The Waterbury

Scovill Manufacturing Company (To Order) Waterbury 91

Wiremolding

Wiremold Company The Hartford

Wire Products

Claireglow Mfg Company Portland

Wire Reels

A H Nilson Mach Co The Bridgeport

Wire Partitions

John P Smith Co The 423-33 Chapel St New Haven

Wire Rings

American Buckle Co The (pan handles and tinners' trimmings) West Haven

Wire Shapes

Bridgeport Chain & Mfg Co Bridgeport

Wire—Specialties

Andrew B Hendryx Co The New Haven

Wood Handles

Salisbury Cutlery Handle Co The (for cutlery & small tools) Salisbury

Woodwork

C H Dresser & Son Inc (Mfg all kinds of woodwork) Hartford

Hartford Builders Finish Co Hartford

Woven Awning Stripes

Falls Company The Norwich

Yarns

Aldon Spinning Mills Corporation The (fine woolen and specialty) Talcottville

Ensign-Bickford Co The (jute carpet) Simsbury

Zinc

Platt Bros & Co The (ribbon, strip and wire) Waterbury

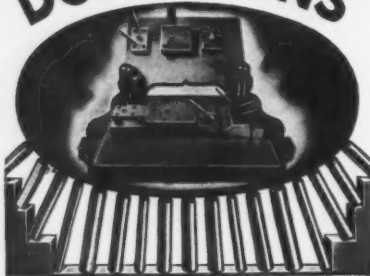
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Newton-New Haven Co Inc 688 Third Ave West Haven (Advt.)

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They serve as locating pins for the diemaker's work — and then go on to general duty as pins and pivots in various machine assemblies. By their accuracy and strength they *retain* precision standards in tool and die assemblies under punishing stresses.

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HARTFORD, CONNECTICUT, U.S.A.

Service Section

SALES MANAGER: Experienced executive-of ability, 49, seeks preliminary conference with manufacturer requiring increased annual volume of sales through Wholesale Hardware, Mill Supply, Department Store; Allied Domestic and Foreign Jobbers. Sound background, capable organizer, modern understanding advertising and sales promotion. Present connection nets \$10-12M but transfer of Corporations' stock indicates advisability of change during 1947. Address P. W. 1459.

SALES MANAGER with automotive metal goods engineering background seeks to invest reasonable capital and services in progressive manufacturing concern in Hartford area. Address O. W. 58.

WANTED: Work for turret lathe department and general machine work department. Also second operation and production work. Address M. T. A. 382.

OPPORTUNITY for a large manufacturer to take advantage of our low overhead in the manufacture of complete products or sub-assemblies. Address M. T. A. 385.

FOR SALE: 1—Type EN-2 Pangborn Blast Cleaning Cabinet, complete. Serial No. 51423727. Metalizing Engineering Co., New York City. 1 Gas Fired Oven—Dimensions of oven chamber, 34" deep x 24" wide x 16" high. American Gas Furnace Company. Address S. E. 1868.

WANTED: 25 one-gallon tin containers, square or round, screw top; 50 one-pint tin containers, square or round, screw top. Address S. E. 1874.

WANTED: One 5 or 6 foot late type radial drill—M. D. Address S. E. 1878.

FOR SALE: 1 Fan type scale, 100-1 ratio, practically new. Address S. E. 1879.

FOR SALE: 2 Drop Hammers (Belt-type), approximately 125 lbs and 350 lbs. Address S. E. 1880.

WANTED: Used steel containers, with removable covers, approx. 100 lbs. or 300 lbs. capacity. Address S. E. 1889.

FOR SALE: Approx. 4,352 lbs. of 1-9/16" x .014" thick Motor Grade Electrica Silicon Strip, in coils. Address S. E. 1893.

FOR SALE: Oven furnace used for hardening and tempering steel, equipped with magnetic gas valve, pyrometer and thermo-couple, approximately 2½ yrs. old and in good condition. Also, electrically heated air circulating oven for paint drying and processing, automatic controls, in good condition, 6 to 7 years old. Address S. E. 1907.

FOR SALE: Modern conference table and twelve genuine leather custom built chairs. Practically new. Address S. E. 1908.

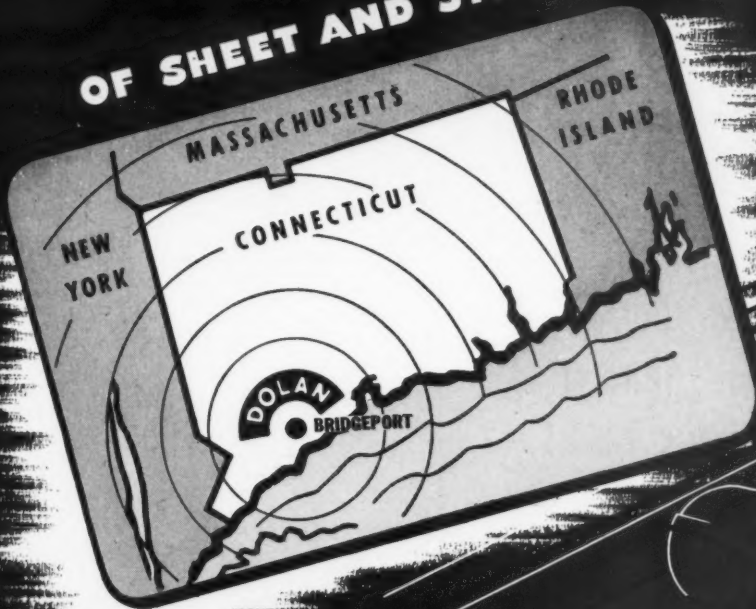
PERSONNEL MANAGER: 8 years experience in procurement, testing, training, job evaluation, service rating. College graduate, candidate Ph.D. industrial relations, married, 38 years old. Address P. W. 1460.

PRIVATE COACHING in Speech Building, rewriting of important addresses, word building for increased vocabulary, conversation and letter-writing. Write Dr. Henry Denlinger or Telephone—Hartford 3-4452.

Advertising Index

Allen Mfg. Co., The	52
American Appraisal Co., The	27
Avery & Saul Co.	31
Barney's	27
Bigelow Co., The	23
Brown Lightning Protection	30
Case Lockwood & Brainard, Div. of Conn. Printers, Inc., Outside Back Cover	
Casey Folsom Co.	24
Dolan Steel Co., Inc. Inside Back Cover	
Dolge Co., The C. B.	43
Dowd, Wyllie & Olson, Inc. Outside Back Cover	
Eastern Machinery Co., The	23
Flint Co., A. W.	28
Fuller Brush Co., The	3
Gair Co., Inc., Robert	2
Gray Manufacturing Co., The Inside Front Cover	
Hampden Brass & Aluminum Co.	29
Hartford Electric Steel Corp.	16
Hartford Special Machinery Co., The	33
Hershman and Loveland	36
Howard Co., The	33
Industrial Service, Inc.	35
Jones & Company, Inc., T.A.D.	21
Kellogg & Bulkeley, Div. of Conn. Printers, Inc.	37
King & Co., Alfred B.	36, 43
Kunik, Isaac Jordan	28
Magun, Harry L.	24
Manternach, Inc.	38
Merritt & Co., Joseph	24
Modern Management Service	4
Much & Associates, R. M.	17
Nutmeg Crucible Steel Co., The	40
Parker Stamp Works, Inc., The	42
Plocar Co., John J.	20
Robertson Paper Box Co., Inc.	14
Roger Sherman Transfer Co.	18
Russell Co., Edw. E.	23
Saxe Studios, Edward	30
Services At Your Door	33
Soundsciber Corp., The	15
Southern New England Telephone Co. Outside Back Cover	
Thompson Water Cooler Co.	17
Upham & Co., Philips Webb	26
Westcott & Mapes, Inc.	25
Wheeler Co., The G. E.	22
Whelan, F. T.	32
Williams Products Co., The	26
Winslow & Associates, R. H.	19
Wiremold Co., The	39

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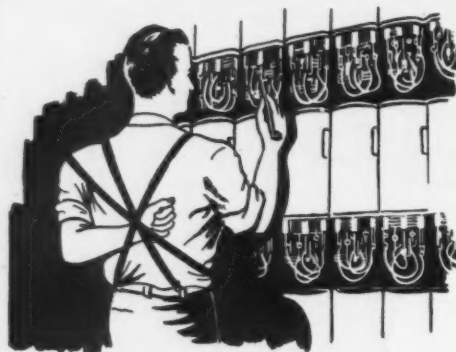


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BRIDGEPORT 7, CONN.



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He licked the job--- with one hand tied behind his back!

Early in the war, one of the Bell System Telephone companies rigged a gadget which restricted the use of a worker's arm or leg. The purpose was to make a practical study of the jobs the physically handicapped could perform after the war. This — and other similar studies — have yielded big dividends. Today more than 2,500 veterans with varying degrees of disability (112 of them in Connecticut) are employed by the Bell System. They have earned the admiration of everyone through the skill and enthusiasm with which they do their jobs. We are proud to have them part of the team of 9,200 men and women who are working to provide Connecticut with the best possible telephone service at the lowest possible cost.

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